

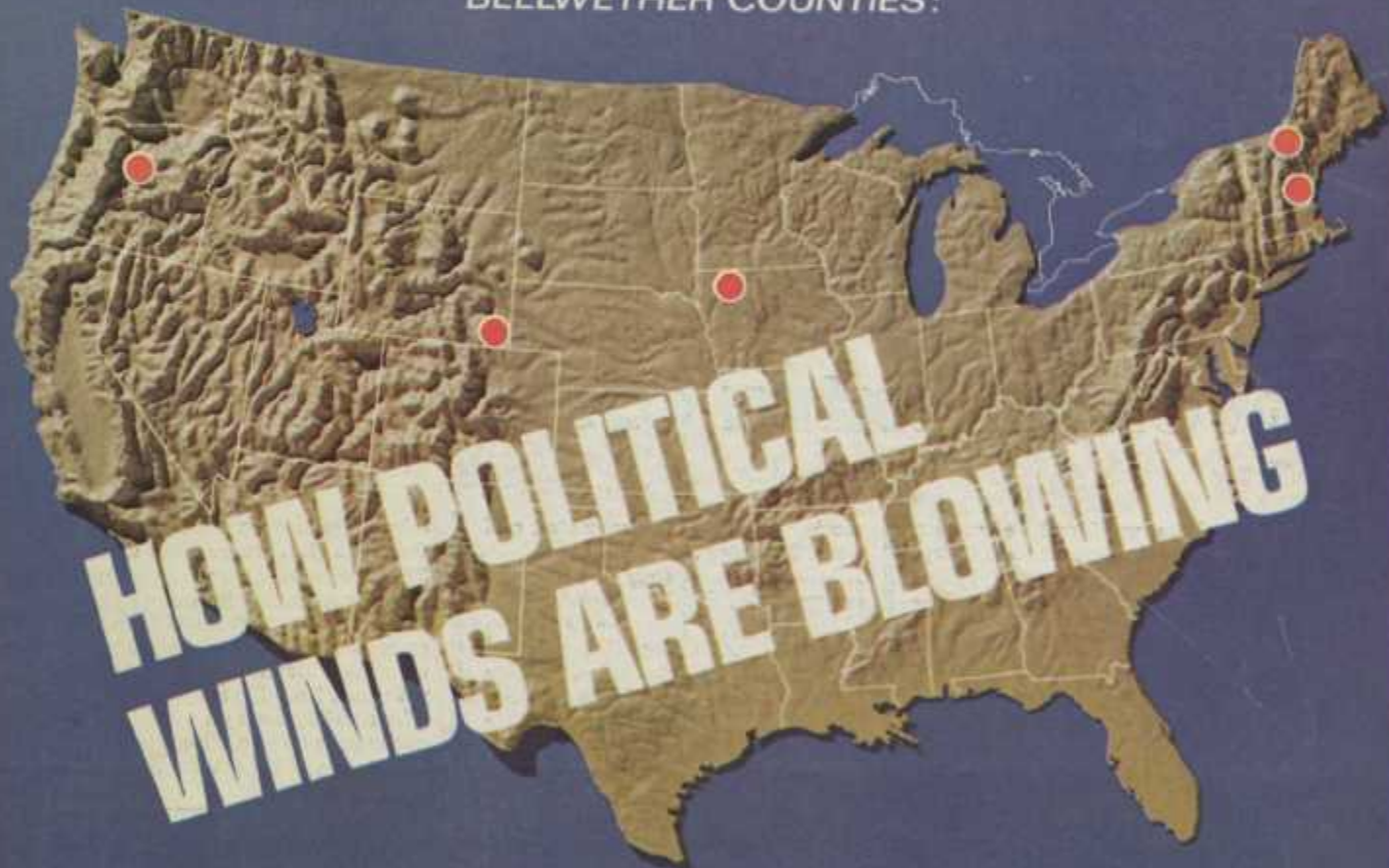
# Nation's Business

Business outlook: Up

Employees who ride the gravy train

How to be of two minds

BELLWETHER COUNTIES:





# No other van offers any of these better ideas... even at extra cost!

So many better van ideas! And not for love or money can you get them in any van but a Ford Econoline!

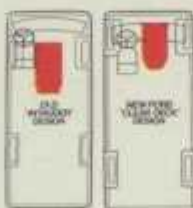


**Only Ford gives you Twin-I-Beam riding smoothness.** The unique front suspension made famous in Ford pickups. Two solid I-beam axles for strength and coil springs for easy ride—the most rugged independent suspension yet!



**Only Ford gives you an outside service center.** Just lift the chest-high hood for easiest possible checking of oil, water, battery, windshield

washer water, voltage regulator, and more. Everything is easy to reach.



**Only Ford gives you increased floor space — 23% more.** Engine's been moved forward—out of the loadspace. You get 23% more clear unobstructed floor area than in any other van. Over 8½ ft. clear load length in Ford vans; Super Vans offer over 10 ft. **Only Ford gives you driver "walk-thru" to the rear.** Convenient aisle to cargo area from driver's seat. No need to step outside to reach load compartment. Engine cover is an insulation sandwich to seal out noise, heat; top is flat with



raised edges for use as package tray. **Only Ford gives you payloads as big as 3540 pounds.** Higher capacity axles and heavier construction in three new series let you carry more weight—600 lbs. more payload than any other van. And still more better ideas! Long wheelbases and wide track (over 5½ feet) result in turn-pike stability even on windy days... power goes up to a 302-cu. in. V-8... self-latching doors! Get the full story at your Ford Dealer's!



## FORD ECONOLINE VANS







"Many young men start out filled with ambition and eager to learn. They move up the ladder fast, then, suddenly, they seem to run out of steam..."



"At about the \$15,000 level they make a crucial error. They stop learning, stop growing, and begin relying on their past experience to get ahead..."



"But new business techniques and methods are growing so rapidly, you must continue to learn to protect your job against younger, more knowledgeable men..."



"To get into upper income brackets you must systematically add to your knowledge of all major business areas. Your salary will grow as your knowledge does..."

## Why some businessmen 'top out' at \$15,000 a year while others keep moving up to \$30,000 plus—\*

by James Jenks,  
President, Alexander Hamilton Institute

It would seem that a salary of \$15,000 a year, or thereabout, represents a terminal point for an unusually large number of men.

They get off to a rapid start, earn regular promotions, and appear to be launched on careers that will one day place them squarely and securely in the upper income brackets.

Rather abruptly, however, they "top out" at or around the \$15,000 plateau. Increases in salary—additional job responsibilities—no longer come their way. Their momentum subsides. The promise they had always shown, and which they felt would carry them to the heights, desert them at the most crucial stage of their business lives.

Often they're hurt and embittered by this disappointing turn in their careers. They ask themselves:

*"What have I done...or failed to do? Why am I being passed over in favor of younger, less experienced men? Am I no longer promotable in the eyes of my superiors?"*

These are good questions...asked too late.

In most cases, these men have worked hard and have done their jobs well. But they have made a signal error: they have failed to realize that *each step upward in the business hierarchy calls for a commensurate increase in business knowledge.*

### A Substantial Success...or "Just a Living"?

Look around you. You'll find that the man who makes a substantial success rather than "just a living" is the man who constantly broadens his understanding of business principles and

practices...who constantly adds new dimensions to his business thinking.

This man knows that the accelerated pace and growing complexity of business today, calls for leaders with a comprehensive, yet incisive, mastery of all major departments of business.

Men who recognize this essential fact—and who are willing to come to grips with it—will find that an extremely favorable climate for rapid, continuous advancement exists throughout the higher echelons of business today.

### Send for free copy of "Forging Ahead in Business"

Most thoughtful, ambitious men will agree that the upward path in business is undoubtedly more quickly and surely climbed by men who are equipped with a broad, working knowledge of its underlying principles. But they may wonder how it is possible for them to gain the required experience and know-how while working as a specialist in a single department of business.

These are the men for whom the Alexander Hamilton Institute's descriptive booklet—"Forging Ahead in Business"—was written.

Its contents: thirty-two pages of practical information and sound, time-tested observations about the fascinating world of business...including an outline of the Institute's world-famous executive-training program which has been evolved by experts over a period of nearly sixty years.

"Forging Ahead in Business" is *not* everybody's cup of tea. It holds nothing for those who seek instant success—for those who believe in the existence of a magic formula capable of transforming

junior executives into corporation presidents overnight. But it is a remarkably instructive and revealing little book for men who want to get down to bedrock in their thinking about where they are going to be in two, three, or five years—and how they are going to get there.

It explains what a man must know, today, to make thousands of dollars more a year...and tells you about a program which will enable you to accumulate this knowledge at home in your spare time. It analyzes the causes of failure—and the reasons for success. And it may open your eyes, perhaps for the first time, to the broad vistas of opportunity which await qualified men in the exciting years ahead!

Men with aspirations still unsatisfied are invited to send for a complimentary copy of "Forging Ahead in Business" today. Simply fill out and return the coupon. Your copy will be mailed to you promptly.

\*Figures in headline based on the experience of The Association of Executive Recruiting Consultants, which includes most of the top executive recruiting firms in the country.

ALEXANDER HAMILTON INSTITUTE  
235 East 42nd Street, New York, New York 10017

<b>ALEXANDER HAMILTON INSTITUTE</b> Dept. A 932; 235 E. 42nd St., N.Y., N.Y. 10017	
Please mail me, without cost, a copy of the 32-page book — "FORGING AHEAD IN BUSINESS."	
Name _____	
Firm Name _____	
Business Address _____	
Position _____	
Home Address _____	Zip Code _____





# No other van offers any of these better ideas... even at extra cost!

So many better van ideas! And not for love or money can you get them in any van but a Ford Econoline!

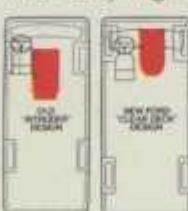


**Only Ford gives you Twin-I-Beam riding smoothness.** The unique front suspension made famous in Ford pickups. Two solid I-beam axles for strength and coil springs for easy ride—the most rugged independent suspension yet!



**Only Ford gives you an outside service center.** Just lift the chest-high hood for easiest possible checking of oil, water, battery, windshield

washer, water, voltage regulator, and more. Everything is easy to reach.



**Only Ford gives you increased floor space—23% more.** Engine's been moved forward—out of the loadspace. You get 23% more clear unobstructed floor area than in any other van. Over 8½ ft. clear load length in Ford vans; Super Vans offer over 10 ft. **Only Ford gives you driver "walk-thru" to the rear.** Convenient aisle to cargo area from driver's seat. No need to step outside to reach load compartment. Engine cover is an insulation sandwich to seal out noise, heat; top is flat with



raised edges for use as package tray.

**Only Ford gives you payloads as big as 3540 pounds.** Higher capacity axles and heavier construction in three new series let you carry more weight—600 lbs. more payload than any other van. And still more better ideas! Long wheelbases and wide track (over 5½ feet) result in turn-pike stability even on windy days... power goes up to a 302-cu. in. V-8... self-latching doors! Get the full story at your Ford Dealer's!



## FORD ECONOLINE VANS







"Many young men start out filled with ambition and eager to learn. They move up the ladder fast, then, suddenly, they seem to run out of steam..."



"At about the \$15,000 level they make a crucial error. They stop learning, stop growing, and begin relying on their past experience to get ahead..."



"But new business techniques and methods are growing so rapidly, you must continue to learn to protect your job against younger, more knowledgeable men..."



"To get into upper income brackets you must systematically add to your knowledge of all major business areas. Your salary will grow as your knowledge does..."

## Why some businessmen 'top out' at \$15,000 a year while others keep moving up to \$30,000 plus—\*

by James Jenks,  
President, Alexander Hamilton Institute

It would seem that a salary of \$15,000 a year, or thereabout, represents a terminal point for an unusually large number of men.

They get off to a rapid start, earn regular promotions, and appear to be launched on careers that will one day place them squarely and securely in the upper income brackets.

Rather abruptly, however, they "top out" at or around the \$15,000 plateau. Increases in salary—additional job responsibilities—no longer come their way. Their momentum subsides. The promise they had always shown, and which they felt would carry them to the heights, desert them at the most crucial stage of their business lives.

Often they're hurt and embittered by this disappointing turn in their careers. They ask themselves:

*"What have I done...or failed to do? Why am I being passed over in favor of younger, less experienced men? Am I no longer promotable in the eyes of my superiors?"*

These are good questions...asked too late.

In most cases, these men have worked hard and have done their jobs well. But they have made a signal error: they have failed to realize that each step upward in the business hierarchy calls for a commensurate increase in business knowledge.

**A Substantial Success...or  
"Just a Living"?**

Look around you. You'll find that the man who makes a substantial success rather than "just a living" is the man who constantly broadens his understanding of business principles and

practices... who constantly adds new dimensions to his business thinking.

This man knows that the accelerated pace and growing complexity of business today, calls for leaders with a comprehensive, yet incisive, mastery of all major departments of business.

Men who recognize this essential fact—and who are willing to come to grips with it—will find that an extremely favorable climate for rapid, continuous advancement exists throughout the higher echelons of business today.

**Send for free copy of  
"Forging Ahead in Business"**

Most thoughtful, ambitious men will agree that the upward path in business is undoubtedly more quickly and surely climbed by men who are equipped with a broad, working knowledge of its underlying principles. But they may wonder how it is possible for them to gain the required experience and know-how while working as a specialist in a single department of business.

These are the men for whom the Alexander Hamilton Institute's descriptive booklet—"Forging Ahead in Business"—was written.

Its contents: thirty-two pages of practical information and sound, time-tested observations about the fascinating world of business...including an outline of the Institute's world-famous executive-training program which has been evolved by experts over a period of nearly sixty years.

"Forging Ahead in Business" is *not* everybody's cup of tea. It holds nothing for those who seek instant success—for those who believe in the existence of a magic formula capable of transforming

junior executives into corporation presidents overnight. But it is a remarkably instructive and revealing little book for men who want to get down to bedrock in their thinking about where they are going to be in two, three, or five years—and how they are going to get there.

It explains what a man must know, today, to make thousands of dollars more a year...and tells you about a program which will enable you to accumulate this knowledge at home in your spare time. It analyzes the causes of failure—and the reasons for success. And it may open your eyes, perhaps for the first time, to the broad vistas of opportunity which await qualified men in the exciting years ahead!

Men with aspirations still unsatisfied are invited to send for a complimentary copy of "Forging Ahead in Business" today. Simply fill out and return the coupon. Your copy will be mailed to you promptly.

\*Figures in headline based on the experience of The Association of Executive Recruiting Consultants, which includes most of the top executive recruiting firms in the country.

**ALEXANDER HAMILTON INSTITUTE**  
235 East 42nd Street, New York, New York 10017

**ALEXANDER HAMILTON INSTITUTE**  
Dept. A 932; 235 E. 42nd St., N.Y., N.Y. 10017

Please mail me, without cost, a copy of the 32-page book — "FORGING AHEAD IN BUSINESS."

Name

Firm Name

Business Address

Position

Home Address

Zip Code



# Nation's Business

October 1968 Vol. 56 No. 10

Published by the Chamber of Commerce of the United States  
The national federation of organizations representing  
5,000,000 companies and professional and business men  
Washington, D.C.

---

## **7 WASHINGTON: A LOOK AHEAD**

Union leaders seek new legislative and social goals such as guaranteed jobs and income, penalties against employers

## **16 EXECUTIVE TRENDS: Losing good executives**

It's easy to do, industrial psychologists say, and tell how; sales earnings resume climb; taking the bore from a chore

## **27 WASHINGTON MOOD: Down, but not out**

In the nation's capital, there's a feeling of living between regimes, but LBJ is still a force, not to be disregarded

## **31 STATE OF THE NATION: Why not democracy?**

While U. S. elections grow more democratic, one of our political processes is less subject to the will of the people

## **35 RIGHT OR WRONG: The broken dream**

When Soviet tanks rolled into Prague, they shattered one dream that once had seemed almost within Europe's grasp

## **39 Business forecast: Up**

Top executives from 340 firms respond to Nation's Business Outlook Survey and reveal how they see the economy in '69

## **46 Can they pull off a nationwide boycott?**

Attempt to unionize pickers could open the door to growing labor interference with consumers and with the free market

## **50 Riding the gravy train**

Despite Congressional efforts to pare Uncle Sam's massive payroll, government workers cling to jobs like barnacles

## **58 How political winds are blowing**

A special report from the bellwether counties which have consistently voted for the winner in Presidential races



## **73 LESSONS OF LEADERSHIP: A world-wide reputation**

Interview with President Donald Kircher who led The Singer Co. out of trouble—and into the ranks of diversified giants

## **80 Row over census: Will we get the facts?**

Congressional critics claim too many personal questions planned for survey, but business backs need for full data

## **84 For Viet Nam veterans—new skills, better jobs**

Thanks to Project Transition and American businessmen, ex-GI's face brighter future as they return to civilian life

## **94 How to be of two minds**

Here's how you can get ideas, and make decisions, without letting these two different mental processes cross you up

## **98 BUSINESS: A LOOK AHEAD**

Spin-off from cancer research—quick, new way to shear sheep; builders view of low-cost housing; exports still sag

## **100 SOUND OFF: Should we pick them another way?**

Political convention system is under fire again as debate over method of picking candidates stirs torrid argument

## **103 Will your vote count?**

America's history has often been changed by a handful of votes—or just one, as these examples so vividly illustrate

## **104 Foreign aid at bargain basement prices**

U. S. businessmen, technicians and workers combine efforts to provide a brand of foreign aid costing next to nothing

## **108 Letter of the law**

It's the Revenue AND Expenditure Control Act—something we hope Congress and the Administration will keep in mind

*Cover map reproduced courtesy Nystrom Map Co.*

Nation's Business is published monthly at 1615 H St. N.W., Washington, D. C. 20006. Subscription rates: United States and possessions \$23.75 for three years; Canadian \$9 a year. Printed in U.S.A. Second class postage paid at Washington, D. C., and at additional mailing offices. © 1965 by Nation's Business—the Chamber of Commerce of the United States. All rights reserved. Nation's Business is available by subscription only. Postmaster: please send form 3579 to 1615 H Street, N.W., Washington, D. C. 20006

Editorial Headquarters—1615 H Street N. W., Washington, D. C. 20006

Advertising Headquarters—711 Third Avenue, New York, N. Y. 10017

Circulation Headquarters—1615 H Street N. W., Washington, D. C. 20006



Editor  
Jack Wooldridge

Managing Editor  
Tait Trussell

Associate Editors  
Jeffrey S. O'Neill  
Walter Wingo  
John Costello  
Vernon Louviere  
Sterling G. Slappey  
Wilbur Martin  
Richard J. McGowan

Contributing Columnists  
Felix Morley  
Peter Lisagor  
Alden H. Sypher

Art Director  
Ralph Patterson  
Associates  
Joseph W. Swanson  
Richard C. Freund  
Andrew T. Radigan, Jr.  
Adm. Assistant  
Mary W. Davis

Business Manager  
William W. Owens  
Advertising Director  
Herman C. Sturm  
Director of Field Sales  
Arnold F. Dardwin  
Production Manager  
W. Lee Hammer



38  
54  
168



1969 Impala Custom Coupe

## 1969 Chevrolet. After this, all other

Before you specify *any* company car for 1969, check out the '69 Chevrolet. Here's a car that'll look as good to your comptroller as it will to your men on the road.

The '69 Chevy is a little longer, a little wider and a lot better looking. (See for yourself.)

It's got the biggest standard V8 in its field, a 327-cubic-inch 235-horsepower job that runs just fine on

regular gas. When it has to move, it moves.

Three-range Turbo Hydra-matic is now available with all engines. Even the 155-horsepower Six.

Inside, it's so quiet you can hear yourself think. Improved Astro Ventilation lets air in, keeps noise out. Refined body mounting and driveline design make the going smoother than ever.

Parking's almost effortless when you order new





GM

1984 1000 MILES

## company cars will look like "BEFORE"

variable-ratio power steering. The tighter the spot, the better it works.

Four-Season Air Conditioning's been improved, too. This year there are five outlets instead of just three. Operation's more efficient, your men keep their cool. Well worth ordering.

Because this car is so desirable, we've added something to foil undesirables. It's a new anti-theft lock

and it's mounted right on the steering column. One flick of the key locks the ignition, steering wheel and transmission lever.

Why put sharp men in dull cars?



**Putting you first, keeps us first.**



**You can spend a month  
studying all the record-keeping  
systems on the market.**

**Or 20 minutes with  
a man who already has.**

Your office products man tailors girdles for the paper sprawl. To contain the records explosion, depend upon him to do more than sell you a file. His clinical competence to cure overburdened office facilities and procedures is available to you without cost. You benefit from his wizardry in objective systems evaluation and problem solving. The result is finger-tip records recovery and dollar-saving work flow. You probably know him already—as your present source of stationery and other office supplies. Tap him tomorrow for his analytical prowess. For an informative brochure on record-keeping and filing, send \$1 to National Office Products Association, Dept. N1, 1511 K St., N.W., Washington, D.C. 20005.

**nopa**





# WASHINGTON: A LOOK AHEAD

**"Upheaval, torment** and danger in the land," "shortchanged schools," "overcrowded parks," "congestion and grime."

Union strategists are minting these and other catch phrases to build impression of unmet needs, sympathy for new laws they want passed next year.

The idea is to create "a new sense of urgency"—another catch phrase—for greater federal spending and involvement.

The newly formed alliance between the United Auto Workers and the Teamsters Union declares the nation is "on the threshold of a wholly new and better world if we will but work for it." The UAW and Teamsters, with their 3.4 million members, are in harness to work for a variety of social objectives of Walter Reuther.

George Meany's huge AFL-CIO will plunge as deeply into politics and law-making as ever next year.

**Social targets and new laws** now demanded generally by the unions stack up something like this:

One million jobs provided by government for the unemployed, to be called "public service" jobs.

A \$2 minimum wage.

Free university educations with required courses in union history.

Guarantees that Uncle Sam will be employer of last resort—will hire 'em if nobody else will.

A guaranteed income for everyone, plus expansion of present welfare system.

A "reorganization of the economics of hospital and medical care . . . available to all people as a matter of right."

Bigger social security pay-outs even for those who have paid in little or nothing.

More "consumer" laws restricting business operations.

Mandatory underground utility lines.

Handouts to "develop black pride, black initiative and black enterprise."

**Union lobbyists** on Capitol Hill and in state houses throughout the land will be handed a workload that would buckle the legs of an Atlas.

But not all the legislative goals will be so broad-gauged and selfless in appearance.

For instance, the legislative bull's-eyes union lobbyists will train their sights on include:

Laws to force government employees to belong to unions to keep their jobs, plus a special agency to control bargaining for such employees.

More protection for the new union technique of coordinated bargaining where several unions gang up on an employer during contract dickering.

Stronger penalties that National Labor Relations Board can use against employers.

Removal of employers' rights to sue unions for damages for certain illegal union conduct.

Wider privileges for unions to sue employers.

Denial of government contracts to companies NLRB thinks are unfair to unions.

Broader secondary boycotts powers for unions.

More restrictions of employers' right of free speech to employees.

Making farm workers, hospital workers and guards subject to NLRB, giving unions better chance to organize them.

Broadening Davis-Bacon wage requirements to all construction supported by federal government. This would drive up wage rates.

And repeal Section 14(b) of Taft-Hartley law. This would force employees to join or pay tribute to union to keep their jobs.

**What could bring** union labor's demands to the forefront next year—particularly job



# WASHINGTON: A LOOK AHEAD

schemes—is probability of higher unemployment rate. The 3.5 rate of recent months was a 14-year low. By year's end the rate could creep to four per cent. And by mid-'69 the jobless rate could be 4.5 per cent. Shrieks for drastic action will be heard from unions then, for sure.

Footnote: In way of long-distance legislative possibilities, Steelworker Chief I. W. Abel says employers by the end of this century "may have to pay people for not working" because of productivity rise, just as now "we pay farmers for not growing things."

**The 10 per cent surtax** may well be extended past mid-'69, when it was due to end, no matter who is in the White House and what the makeup of the new Congress.

Reasons abound:

If the economy lags in months ahead, as many expect, revenues will shrink.

If Viet Nam war drags on, money needs will persist.

Unless the next President can consolidate and eliminate to economize below the \$6 billion to \$7 billion now supposed to be sliced out of the budget, the spending side of the ledger will be up.

No Administration can afford to further impair dollar's image abroad with bigger deficits.

Even massive tax alteration-reform to net more revenues could not be enacted quickly enough to produce added money right away.

Finally, that Congressional potentate, Chairman Mills of tax-writing Ways and Means Committee, is predicting the surtax will probably have to be extended.

**Fewer confessed criminals** will be freed on technicalities now.

A little-publicized provision of the new crime control law overturns three Supreme Court decisions repugnant to tough-on-criminals advocates.

Under the new law the test of whether a confession is admissible in a federal court is how voluntarily it was given. New law also okays confessions even if suspects were held as long as six hours before being arraigned.

Also the testimony of an eyewitness is per-

mitted even if the identification was made at a police lineup where suspect had no lawyer. Before, Supreme Court blocked such eyewitness accounts.

Few Americans realize that just 36 hours before Bob Kennedy's assassination the Supreme Court struck down on a technicality the death sentence of a confessed murderer of a police officer.

In recent years, one killer who led police to his wife's body after he admitted strangling her is free today, thanks to the Supreme Court.

Another man who murdered his wife and five children had his indictment quashed, courtesy of the High Court.

A technicality also reversed the conviction of still another man who had raped a woman, then tied her and her companion to a tree and shot them.

**Air traffic appears** scheduled for further future tie-ups.

Number of jet airlines will triple by 1980, U. S. Department of Transportation figures.

Four times as many passengers will ride domestic airlines by that year. And aircraft flying hours will double.

The air experts predict we will need to add in next decade 900 new airports to the present 3,200 public ports.

Traffic control will be confused even more by variety of flying vehicles: Planes that make vertical takeoffs and landings, for instance, plus much-increased private aircraft.

**If you—like lots** of businessmen—are now working for the party of your choice, the field's wide open.

Consider these eye-openers turned up by political researchers:

Some 97 per cent of the people in the country didn't work for candidates of either party.

All of 91 per cent weren't contacted to register for the last election by either party.

Some 88 per cent weren't asked by either major party for campaign contributions.

About 76 per cent had not been asked to support candidates for either party.

More than 30 per cent received no literature from either major political party.



# Packages that travel on "people" schedules!



## Your packages go everywhere Greyhound goes. Same bus, same fast, frequent schedules, when you ship by Greyhound Package Express

"People" schedules are package schedules when you ship by Greyhound Package Express. Got a hurry-up shipment? Put it on a Greyhound...the same Greyhound bus that carries passengers. When the passengers arrive, your shipment arrives. Schedules are regular, fast and frequent. You can ship anytime

at your convenience...day or night, 7 days a week, 24 hours a day. Weekends and holidays, too. Greyhound travels the most direct routes, via the newest super highways, serving thousands of cities, towns and villages all over America. And GPX is a money-saver you can't afford to overlook. Next time

you've got a shipment ready to go, look into GPX. Take your choice of C.O.D., Collect, Prepaid, or open a GPX Charge Account. For complete information about service, rates and routes, call Greyhound, or write: Greyhound Package Express, Dept. 1-J, 10 South Riverside Plaza, Chicago, Ill. 60606.

### It's there in hours and costs you less

For Example:	Buses Daily	Running Time	10 lbs.	30 lbs.	50 lbs. *
NEW YORK BOSTON	30	4 hrs. 15 min.	\$2.30	\$2.90	\$3.60
DALLAS SAN ANTONIO	12	5 hrs. 30 min.	1.90	2.40	3.00
ATLANTA BIRMINGHAM	9	3 hrs. 30 min.	2.05	2.60	3.40
SAN FRANCISCO SACRAMENTO	35	1 hr. 40 min.	1.20	1.60	2.00

Rates subject to change.

\*Other low rates up to 100 lbs. Lot shipments, too.



One of a series of messages depicting another growing service of The Greyhound Corporation.





## Low-priced time clock helps small companies meet strict wage-hour law requirements

Accurate time records and proof of compliance are mandatory for all companies subject to the wage-hour law. More and more companies are finding it pays to avoid wage-hour trouble with clock-stamped payroll time records. A bonus benefit is that resulting employee respect for time discipline shows up in increased production!

Lathem leads the field with a deluxe, fast-operating top-inserting time recorder that provides error-free two-column payroll accounting for straight time and overtime. And Lathem makes time clocks feasible for companies with as few as three employees with low-priced side-printing models which may be used for job time as well as payroll time.

**LATHEM TIME RECORDER COMPANY**  
150 Selig Dr., S.W., Atlanta, Ga. 30336  
Please send me complete information and prices, also payroll time card samples.

Name \_\_\_\_\_  
Company \_\_\_\_\_  
Address \_\_\_\_\_

**Lathem**

TIME RECORDERS  
PROGRAM TIMERS  
TIME STAMPS  
WATCHMAN CLOCKS

## Business opinion:

### Businessman's role in society

• Your article, "Making an Honest Buck," [August] is certainly one that needed to be written.

Of course, the majority of businessmen are honest and ethical, but this is not to say there is not room for improvement and self-policing in most branches of business. There is, of course, the added dimension of definition and of understanding the relationship of a businessman to the types of transactions into which he enters and their relationship to the society in which he lives.

A very important survey that NATION'S BUSINESS might undertake is on the responsibility of business executives to our society and the world in which they live. The question is what makes a viable society and the responsibilities of the business executive to this question in terms of the problems of the inner city, national priorities, urban renewal, civil rights, defense spending vs. productive spending, international trade, etc.

ERWIN A. SALK  
President  
Salk, Ward & Salk, Inc.  
Chicago, Ill.

• We've been aware for some time that college students are supposed to think ill of businessmen. But when we tested it, we found it to be untrue.

We have long felt that recruitment of sales/marketing personnel

on college campuses is impossible. Students never really develop an accurate appreciation of the companies they are interviewed by. They place us in their over-all stereotype categories, and this company is anything but a stereotype.

So we tried a different tack: We offered positions in our industry which promised a return of 50 per cent of the gross profit. The response was as good as we anticipated.

What we did not anticipate was the effectiveness of our recruits, who no longer seem to bear any resemblance to those college students we'd heard of and of whom Father Baumhart reports in his article, "Making an Honest Buck" [August].

The program has now run 22 months. We have placed our recruits in distributor companies in 14 nations and in the United States. Their average income the first year approached \$12,000. The average industrial salesman in a year grosses \$7,000 to \$8,000.

The young men we brought into the program don't sound at all like those Father Baumhart describes, and of whom we have heard. In fact, they never did, from the time we interviewed them until now.

My point is that quality people—and I accept college students as adults—don't prejudge. We were fortunate to attract good people

### CHANGING YOUR ADDRESS?

Please attach the address label from your Nation's Business cover in this space, print your new address below, and mail this form to Nation's Business. Important: Allow five weeks for address change.

Nation's Business, 1615 H Street, N. W., Washington, D. C. 20006

Name \_\_\_\_\_

Co. Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_

Whenever you write us about your subscription, please include address label for prompt service.



# Ask the man who never stops going to school —about Ætna.



We teach school.

Last year we had over seven thousand students. That's a larger student body than 90% of the colleges in this country. And our training never stops.

We want every Ætna employee and sales representative to be the most knowledgeable in the business. So special programs, advanced study and refresher courses go on all the time.

After all, it's the caliber of our people that made Ætna one of the largest companies in the world handling all kinds of insurance—business and personal.



LIFE & CASUALTY

OUR CONCERN IS PEOPLE





He's the Inland Building Systems specialist in your area. And he's the man to call when you're planning a new building. He can solve your problems before they start.

He may start by prescribing the Inland idea book, "How to save dollars and disappointments when you build." He can help you think out your building's needs. He'll draw on his experience to make helpful design and layout suggestions. And he'll follow up with a specific building proposal for you.

The Inland Building Systems specialist is a professional with the ability to handle your whole job from start to finish. From design to landscaping. An idea man. With experience-proven examples.

He'll show you how many organizations, like yours, have solved their building needs with Inland steel building systems. And saved money. Through faster construction, lower maintenance and more usable interior space. But that's just the beginning.

Look for the Inland Building Systems specialist in the Yellow Pages under "Buildings—Metal."

Or write to us for his name and a free copy of our idea book.

**When  
you build,  
this man can  
help you from  
real estate  
to ribbon  
cutting.**



Inland-Ryerson Construction Products Co.  
Dept. J,  
4123 W. Burnham St.,  
Milwaukee, Wis. 53201

Send me a free copy of "How to save dollars and disappointments when you build."

I am planning to erect a building \_\_\_\_\_ ft.  
wide by \_\_\_\_\_ ft. long, to be used for \_\_\_\_\_

Name \_\_\_\_\_

Firm \_\_\_\_\_ Phone \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

**Inland-  
Ryerson**

**Construction Products Co.**

Formerly Inland Steel Products  
Company and the structural  
fabricating, reinforcing steel and  
post tensioning divisions of  
Joseph T. Ryerson & Son, Inc.

## Business opinion:

with a good proposition. For a beginner, it is even better.

**A. DEVEREUX CHESTERTON**  
Chairman of the Board  
A. W. Chesterton Co.  
Everett, Mass.

• As you point out, it's the handful of wrong-doers who always grab the headlines and it's refreshing—and encouraging—to hear such solid votes for ethical behavior from the great majority of the business community.

The strong opinions put forth by businessmen in your article lend further credence to the proposition that there's nothing basically wrong with the business world except in the eyes of those outside the business world.

**WILLIAM R. GARD**  
Executive Vice President  
National Association of  
Music Merchants, Inc.  
Chicago, Ill.

## Slur not intended

• Running through your editorial, "Why Costly Government," [June] are strong inferences that I made the cost estimates of the medicare program purposefully low to influence Congress to pass some kind of legislation. In brief—an indictment of my professional integrity.

In all fairness I shall expect your public retraction.

**ROBERT J. MYERS, F.S.A.**  
Chief Actuary  
Social Security Administration  
Washington, D.C.

*Editor's note: This editorial was in no way intended to impugn Mr. Myers' personal ability or integrity. We are well aware of his reputation and standing in his profession.*

## Clipping the poor

• In "Washington, A Look Ahead" [August], I was interested in your question, "Should people have to work for a living?" I am sure no nation could long survive, with a guaranteed income for all.

The point which was thought-provoking to me was the mention of a "poverty line" at about \$3,400 per year. This would be a salary of \$65.39 per week. If a man was married and had one child (three exemptions) the government is still taking \$5.78 per week, out of his little paycheck, or a total of \$300 a year, for social security and withholding tax.

Though Uncle Sam is patting this poor man on the back with one hand and trying hard to find a way to help him, I can see that he still





# This portfolio of vital information can help solve your company's growth problems.

As your business grows—so do the problems you must face. In helping hundreds of businesses solve problems through the years, we've learned much that can be of value to you right now.

This help is available in a series of booklets we call "facts you should know to help your growing business." Reading through them, you will find much that applies to you now and later, as your business grows. Some of it will surprise you. For instance, do you know that under certain circumstances you could be legally forced to sell your business? Do you know more effective ways to keep key personnel than with salary increases? Have you kept up to date on the latest, lowest-cost pension and profit-sharing plans?

The answers to these questions and more are contained in this handy free portfolio. Just fill out the coupon and attach it to your business letterhead. You will receive this information-packed portfolio by mail, with no obligation.



Phoenix Mutual Life Insurance Co.  
612 American Row, Hartford, Conn. 06115

Please send portfolio of booklets on: Key Men; Partnership; Profit Sharing; Pension Plans, including HR10; Deferred Compensation; and Sole Proprietor.



Name \_\_\_\_\_

Title \_\_\_\_\_

Business Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

**Phoenix Mutual**

Chartered 1851 Business Insurance Plans





# Our 1217 Printing Calculator. No levers. No pre-set keys. No sweat.

Just look at that uncomplicated keyboard. Compare it with the mass of keys, levers, and assorted buttons you find on most rotary calculators.

And the 1217 *prints* answers to give you a permanent record of every calculation.

The 1217 is about as easy to operate as an ordinary adding machine. You perform all arithmetic functions by touching live control keys. That is why it doesn't need levers and pre-set keys.

Simply index the figures, touch the control keys, and you have your answer. Printed on tape.

A visual check window shows you each entry *before* it's printed. And the keyboard has our own special L-shaped zero bar that fits the natural shape of the human hand.

Despite its simplicity, the 1217 is still a full-fledged calculator. It offers shortcut multiplication, automatic constant multiplier, automatic squaring, automatic divisor alignment, and automatic retention of a quotient.

About the only thing the 1217 doesn't have is a high price tag. Just \$625 at your nearest Friden office. Call for a demonstration. Or write Friden, Inc., San Leandro, CA 94577.

## Friden

DIVISION OF SINGER  
POWERED-WORLDWIDE

## Business opinion:

has the other hand in the poor man's pocket!

MRS. TOMMY SANDERS  
Bloomington, Ill.

### "Over 50" syndrome

• I have lately experienced an unnerving manifestation of some thinking on the part of a segment of the business community which brought me to near trauma. It deals with the existence of a relatively unnoticed, arbitrarily disadvantaged group, the members of which have a uniform characteristic of being for the most part conspicuously competent.

These are the employables over 50, men who have unwittingly committed the grave sin of existing outside the constricted corridor of age limitation set by traditionalist personnel managers suffering from the "over 50" syndrome.

Aside from the acute personal jeopardy in which the "over 50" are thus sentenced to exist, one can but be disturbed that business/industry is pleased to deny itself patently useful men to maintain the suspect and costly fiction that only youths have the mature judgment, extensive background and exhaustive expertise that modern business requires.

HARRY ALLMAN  
Medford, Wis.

### Beauty and 'burgers

• I found the McDonald story ["Appealing to a Mass Market," July] interesting from the business standpoint but disturbing because of what was omitted.

Mr. Kroc, founder of McDonald's restaurant chain, has become an undisputed success by American standards because he has constructed 1,000 eyesores along the nation's highways. Most roadside restaurants, filling stations and motels with their ugly signs are just as guilty, of course, but it doesn't have to be that way.

Oil companies such as Mobil are now accepting their responsibility to design their facilities, with rather pleasing results.

As Mr. Kroc starts his second 1,000 McDonald's restaurants, wouldn't it be wonderful for all concerned if he decided to contribute some handsome structures to the land that made his outstanding success possible?

RICHARD C. BAEHR  
Member, American Institute of Architects  
Great Neck, N. Y.





It all started with the hot-selling Dodge compact van. And now, by popular demand, its versatility has been expanded to 20 models. Included are two revolutionary new Custom Sportsman Wagons: the Executive Suite, a traveling office, and the Host Wagon, a basic party and play unit. And this year you can order your Dodge van with air conditioning, power steering or automatic transmission. Only Dodge offers power steering on compacts.



Add to the Sportsman Wagons, 18 Job-Mated Dodge Tradesman Vans (like the one shown above). Outfitted to meet the needs of just about any trade, they show again that Dodge is first with the most, the builder that gives you more truck per buck.

## DODGE INTRODUCES THE OUTER OFFICE

The Custom Van is here, with over two dozen specially installed interiors to meet your business needs. And this is one of the most luxurious of all. The Executive Suite, for the man who likes to take his business where the business is. And that's what makes the Executive Suite the ideal vehicle for salesmen, engineers, architects, and contractors—the men who work best when they are where the action is. See the Executive Suite version of Dodge Tradesman, the hottest idea in trucks since the compact van.

## DODGE TRADESMAN PUTS YOUR BUSINESS ON WHEELS



**Dodge**  **CHRYSLER**  
MOTOR CORPORATION



**Still First  
in Quality  
Third in Price  
for the finest  
in Magnetic Belt  
Dictation Equipment.**



**I.B.M. .... \$430.  
Dictaphone .... \$420.  
Stenocord .... \$295.**

**Avoid the \$125 mistake. That's the least you can overpay for each dictation unit comparable to Stenocord quality.**

**See your Soundwriting Consultant and his Magnificent Stenocord Time Machine Today.**

Send this coupon to: **NB1068**  
Stenocord Dictation Systems  
3755 Beverly Boulevard  
Los Angeles, California 90004

Please have my Stenocord representative call for an appointment.

NAME \_\_\_\_\_  
COMPANY \_\_\_\_\_  
ADDRESS \_\_\_\_\_  
CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP \_\_\_\_\_

**stenocord®**  
"Pioneer in Magnetic Belt Dictation Systems."

# Executive Trends

- Losing good executives
- Commission salesmen score best
- When business goes overseas

## How to lose a good executive

It's easy, one authority says. Here's how:

- Always let seniority prevail over merit when you set salary schedules.
- When he comes up with fresh ideas, kill them. Saying "We've done it before" is a good way.
- Never delegate responsibility. He might do a good job and attract attention.
- Never give him the big picture. If he learns the long-range goals, he might tie his work into them and cover himself with glory.

Always nit-pick. If he suggests an out-of-town trip, or lunch with a possible client, object to the expense.

In short, Humber, Mundie & McClary, Evanston, Ill., industrial psychologists say, make the company's climate hostile to comers who may rock the boat, but comfortable for clockwatchers and yes-men.

Does that description fit your business?

Here's how to find out. "Check the records of the last 20 executives who quit," the psychologists say. "If they were drones, give yourself an A.

"If they were comers, you flunk."

## Executive demand inches up

Business isn't exactly clamoring for more executive talent. But the over-all demand is up—for the first time in months.

That's the word from Heidrick and Struggles, international management consulting firm.

"Good financial and market men are especially wanted—and hard to

find," Gardner W. Heidrick says. "The increase there is more significant than in general administration—a category that accounts for about two per cent of the total demand."

The Heidrick and Struggles survey is compiled especially for NATION'S BUSINESS. It's based on a nationwide count of executive (display) want ads. Here are the figures for all categories:

	PER CENT CHANGE COMPARED TO:	
	Previous quarter	Same quarter last year
Defense engineering and science	-10	-70
General engineering and science	+3	-17
Finance	+8	+4
General administration	+29	+6
Manufacturing	-8	+5
Personnel	-5	-11
Marketing	+10	+25
TOTAL: All categories	+2	-23

## They do best on commission

Salesmen who sell on commission are in the highest income bracket. Average earnings—\$13,250 a year.

But the trend's away from commission selling.

Now, almost half (45 per cent) of all salesmen are on salary plus commission—and, in some cases, a bonus.

About 27 per cent are on straight salary, or salary plus bonus. Dit-





## the great Mormon Tabernacle or your own family home



Your **USF&G** agent  
can insure them both

Whether you need insurance for an eminent tabernacle, or for home, family or business . . . your USF&G agent can provide protection for virtually everything you value. You'll find him in the Yellow Pages. Consult him with confidence, as you would your doctor or lawyer.

THE USF&G COMPANIES, Baltimore, Md. 21203.  
United States Fidelity & Guaranty Co., Fidelity &  
Guaranty Life Insurance Co., Fidelity & Guaranty  
Insurance Underwriters, Inc., Baltimore, Md. 21203  
• Fidelity Insurance Co. of Canada, Toronto  
☐ CASUALTY • FIRE • MARINE • MULTI-LINE • LIFE  
• GROUP INSURANCE ☐ FIDELITY • SURETY BONDS





**Our city delivery  
V-8 diesel found a  
new home in the  
city-proved  
CO-LOADSTAR®**







## **NOW! Save up to 60% on fuel costs.**

INTERNATIONAL DV Series diesels are short-stroke engines in the 160-200 hp. range. Compact and lightweight, they have a broader rpm range to deliver faster, smoother, quieter performance. Connecting rods are Tuftrided® for longer life. Tungsten carbide faced tappets make the valve system tougher.

We put this V-8 diesel power in our CO-LOADSTAR. It twists and turns through traffic and snugs up to a loading dock as only a cab-over can. Forty degree turning, short wheelbase, and flat angle steering wheel let you corner better and angle into narrow alleys and packed terminals without strain. Better visibility, too. And a smooth hydraulic system tilts the cab forward when necessary.

Your INTERNATIONAL Dealer will supply complete information on this new money-saving city delivery package. He's in the Yellow Pages.

**IH INTERNATIONAL<sup>®</sup> TRUCKS**

INTERNATIONAL HARVESTER COMPANY, CHICAGO, ILLINOIS 60611



*"Build a truck to do a job—change it only to do it better"*







# Who but Pontiac would move Mahogany Row to the company garage?

Nobody else we can think of. But then nobody else has come up with a car like our 1969 Pontiac Grand Prix.

You see, the whole idea behind the '69 Grand Prix was to come up with a luxurious automobile specifically for the exec who spends time on the road. And has to learn to like it.

So when we bring up "Mahogany Row," we really mean it. We're talking about a padded, carpeted, carefully planned driver's suite that's probably as comfortable and functional as any VIP domain you've ever entered.

The upholstery is expanded, knitted Morrokide. (Cool. Because it "breathes.") Or expanded Morrokide with fabric. Or you can order genuine leather. Beautiful, sure. But durable, too.

Every single control and gauge on the instrument panel is strategically placed to be easily handled or read by the driver. Even the traditional glove compartment has been

moved to an integrated between-the-seats console.

We will admit that all of our extra interior padding probably isn't necessary. But it sure makes any trip seem a whole lot more like home.

Now we call that comfort. The kind that allows your man to drive all day, make calls and still have enough left for some entertaining in the evening.

Naturally, our 1969 Grand Prix is among the best we have to offer. But you know, you'll find the same kind of comfort in every Pontiac we build. Bonneville. Catalina. GTO. LeMans. Custom S. Tempest. And Firebird.

That should tell you how much we think of your upper management.

Never let it be said you think less.

**1969—Your year to break away with Pontiac.**

For more information ask your local Pontiac dealer or write:  
Fleet Sales Department, Pontiac Motor Division, 315 Oakland Ave., Pontiac, Michigan 4803



MARK OF EXCELLENCE  
Pontiac Motor Division





# Let Kelly Girl® stock your typing pool.



**KELLY**  
SERVICES®

Kelly Girl. Available on a long-range or day-to-day basis. Help when you need it. For any office job.

## What does a forester know about industrial development?

Everything.

## Write him. Chop. Chop.

Our forester is just one of the many specialists available to you through our development team. We can put any or all of them to work for you at a moment's notice. Whatever you want to know about site locations in the Industrial Southeast, they can tell you. Quickly. Precisely. Confidentially. Let us swing into action for you. Just write: Philip J. Lee, Vice President, Traffic, Seaboard Coast Line Railroad, Jacksonville, Florida 32202

SEABOARD COAST LINE RAILROAD **SCL**



## EXECUTIVE TRENDS *continued*

to for those on commission—with or without draw.

What's more, management seems happy with the mix. In the last five years, only one firm out of five changed its basic pay plan for its sales force.

That's what The Dartnell Corp. will report soon in its 1968 survey, "Compensation of Salesmen." It covers more than 526 companies in 43 business fields.

Sales earnings have climbed steadily in the last four years, it shows. This year's average earnings, \$11,186, are up about 12 per cent over 1964's \$10,000.

Dartnell's 1964 report said glumly: "There's a leveling trend in the compensation of salesmen."

That trend's reversed now, it adds with sharpest increases for the highest paid salesmen, especially those on commission.

### Helpful hints for dictation hour

Writing letters can be fun, not a bore, MONY, The Mutual Life Insurance Co. of New York, insists.

It has a booklet, "Bad Letters Be Hanged," to prove it.

One way to get more chuckles from the chore is to duck wordy, stock phrases. MONY lists over a dozen and offers for each a one-word substitute. For example:

"At the present time"—Now.

"In view of the fact that"—Because.

"At your earliest convenience"—Soon.

"Under the circumstances"—Therefore.

"Pending receipt of"—Awaiting.

Every letter you write, it says, should have three main objectives:

1. Put the reader in a receptive frame of mind.
2. Give the reader all the information you can.
3. Be helpful; but if you can't, tell why.

### Getting a bum rap?

If collegians shun business, blame the recruiter.

He's one of the main reasons they reject job offers, a new study suggests.

Oxtoby-Smith, Inc., New York research firm, helped sponsor a two-year study—at 10 well known universities—of MBA candidates. Three out of five say they'll say



# YES! 3M COPY QUALITY WITHOUT SCRAPING BOTTOM ON YOUR BUDGET!

3M "107" Copier: it's for you, if you don't run a copier all day long.



## THE ORIGINAL.

Don't buy "a pig in a poke" when choosing a copier. Get the one that makes copies with the difference you can see . . . the low cost 3M "107" Copier. Even a businessman who makes only a few copies a day can afford the "107." It costs less than an electric office typewriter. But the copies it makes! Bright, high contrast, black on white, bond paper copies. Dry. No

## "107" COPY.

toner needed. Copies from all originals, even pages bound in books and magazines. Also makes overhead projection transparencies and copies on colored and card weight paper. And the 3M "107" Copier is so compact that it sits right on your desk top. See it at your nearby 3M Business Products Center today. Then put a 3M "107" Copier to work for you tomorrow.

## YOUR COPY?

Copy at right made on an electrostatic copier. Copy in center made on a 3M "107." Based on a comparison conducted by an independent testing laboratory.



*For imagination in communication, look to*

**Watch the Hawaiian Open Golf Tournament on NBC-TV November 9 and 10.**





## The almost-instant building.

Dixisteel measures building time in days, not in weeks and months.

We arrived at this healthy state of affairs because we create each building from a computer bank of over 6000 basic designs. This permits building to your specifications, while at the same time, eliminating delays on the job.

Every structural component is pre-engineered and proved in use. No kinks, no slow-downs. Construction flows like clockwork and pays off in savings.

Clear-span factories, warehouses (we're building the world's largest), offices, you name it. Dixisteel can deliver more building for less money in less time.

We aren't just whistling Dixie. Clip the coupon below and make us prove it.

- ☐ I am considering building in the immediate future. Please contact me—without cost or obligation on my part—regarding your free estimate. Approximate size \_\_\_\_\_ feet x \_\_\_\_\_ feet.
- ☐ No, I don't plan to build right now, but please send free brochure showing types and specifications of Dixisteel buildings.

Name \_\_\_\_\_ Title \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

City & State \_\_\_\_\_ Zip \_\_\_\_\_

Dixisteel Buildings, Inc.

P. O. Box 1714 / Atlanta, Georgia 30301

Plants in Tallapoosa, Ga. and Hannibal, Mo.

NB-10



(A subsidiary of Atlantic Steel)

## EXECUTIVE TRENDS

*continued*

"no" to job bids from blue-chip corporations.

One reason was that employers often fail to understand what the students really want—"especially opportunities for advancement." Another was the poor impression a company spokesman makes.

After meeting him, about as many students had a lower opinion of his company than a higher.

"Good interviewers," they comment, "are alert, knowledgeable and honest. The bad ones are unprepared, uninformative and uninterested."

### It's still a hot topic

That tax debate isn't over yet.

Congress expected a price for its okay of LBJ's surtax. The bill requires him to come up with ideas for major tax reforms—by year end.

Like to know what the experts think?

You'll get a good insight from "The Taxpayer's Stake in Tax Reform" (\$5), published by the Chamber of Commerce of the United States. It contains papers prepared for the Chamber's Tax Reform Conference by some of the nation's top authorities.

### When U. S. business goes overseas

"Remember, your image stops at the water's edge." At least, that's true of many U. S. firms, warns William A. Durbin, executive vice president, Hill and Knowlton, Inc.

"Often, a reputation gained at home must be earned all over again—once you expand abroad."

That's one reason why many American executives employ local public relations counsel. One survey shows three out of four U. S. firms that operate overseas maintain PR specialists there. For like reasons, many big U. S. public relations firms have overseas subsidiaries.

"It's usually a hazardous practice to assume that problems facing the company in Europe, for example, are the same as those confronted at home," Durbin says in "Current Thoughts on Public Relations." It's a new book that pulls together Hill and Knowlton executives' comment on PR trends of the day.

"No two problems," he adds, "are identical twins—or have identical solutions."



# Goof-proof answering service.



"Code-a-phone"\* can't make a mistake. Unlike other answering services, your "Code-a-phone" message center answers calls with exactly what you wish it to say, and records every message word for word. No erroneous messages, no wrong names.

You get all these extras *PLUS* 2 brand new features exclusive with Code-a-phone:

A unique message selector that sets your phone to answer callers with any one of 3 different messages.  
A new message length selector that lets you limit incoming messages to 30 seconds, 60 seconds or 15 minutes.  
Sound good? Sounds even better when you realize that the new "Code-a-phone" 505 costs less and gives you more than any other answering device on the market.

Want to hear more about this marvelous communication system that never makes a mistake? Just mail the coupon below.

Yes, I am interested in learning more about the "Code-a-phone" message center. Mail to: Ford Industries, Dept. NB-10/68, P.O. Box 06459, Portland, Oregon 97206.

Name

Address

Phone

City

State  Zip

MANUFACTURERS OF CODE-A-PHONE

**FORD**

INDUSTRIES, INC. PORTLAND, OREGON

"COMMUNICATIONS IS OUR BUSINESS"

\*Code-a-phone is a registered trademark of Ford Industries.



# The great decision maker

**Plymouth Fury 1969. An easy choice whether you need one or one thousand.**

Fury can help you make up your mind quicker than you can say, "That's what I call a really new car."

This is the car that's been finding its way into more and more fleets over the past three years. And now, it's back. Completely restyled with a smooth-flowing look, front to rear.

There's the quiet and ruggedness of uni-body construction. The sureness of torsion-bar

suspension. Big room. Big range of engines including a standard 318 cubic inch V-8.

Fury is a car that proves what's good for pleasure can also be good for business. From a personal point of view. From a dollars-and-cents point of view.

Take a closer look. A test drive. That's the way to find out how easy a big decision is.

Plymouth Fury. The great decision maker.



Look what Plymouth's up to now.



**Plymouth**





## Down, but not out

BY PETER LISAGOR

The atmosphere that attends the decline of a powerful man, whether an Oriental mogul, a tycoon of industry or a President of the United States has settled over Washington.

Lyndon B. Johnson decreed his own decline by withdrawing from politics, although he appears to have read well the signs of rejection which had cropped in the country and in his own party. The Democratic convention in Chicago, one of the stormiest in decades, confirmed his judgment. It was no place for a proud and vain man.

Party managers had planned a sixtieth birthday celebration for him, but he was wisely advised to stay at his Texas ranch. The clashes between anti-war demonstrators and the police were bad enough. What would have embarrassed and demeaned him was the very real possibility of demonstrations in the convention hall by anti-Johnson elements.

The militant supporters of Sen. Eugene McCarthy, who stirred his young marchers with his opposition to Viet Nam, combined with the Kennedy dissidents, probably would have been unable to contain themselves, and a resounding chorus of boos at least could be expected. New York and California, two of the largest delegations in the house, were disaffected and in a snarling mood.

A White House official in Chicago scouted sentiment of the convention, asking everybody he encountered what would happen if the President came, especially what the reaction of the two largest state delegations would be. "Well," said one waggish observer, "they're unlikely to demand his renomination by acclamation." Generally, the response to the random survey was that most delegates retained sufficient respect for the Presidency to give him a polite hearing, but the dissidence was so great over Viet Nam, tempers so inflamed by the roughhousing in the streets downtown, that expressions of disapproval could not be ruled out.

*Mr. Lisagor is the White House correspondent for The Chicago Daily News.*



*In happier days at the ranch, LBJ and Vice President Humphrey basked in the glow of first election victory.*

Even when the 1968 Presidential nominee, Vice President Hubert H. Humphrey, mentioned Mr. Johnson, there were scattered boos in the hall. Indeed, much of the enmity surrounding the choice of Humphrey as the candidate came, not from any basic dislike of him but from his association with LBJ. Humphrey's chief campaign problem, if he is to restore even a vestige of unity to the fragmented Democrats, is to make credible his independence from the President.

The Republican candidate, Richard M. Nixon, and his running mate, Maryland Gov. Spiro Agnew, whose selection led to disgruntlement among liberal factions in the G.O.P., will pick at the sores of Democratic disunity in a manner best calculated to aggravate them. The process has already begun.

What the Chicago convention appeared to show was that, through neglect and indifference, Mr. Johnson had allowed the Democratic Party machinery to atrophy, had failed to ease the divisions in the party over Viet Nam and other issues, and had abdicated the high-priest role essential to inspire trust and confidence in the Presidency itself. This he permitted in



## TRENDS: WASHINGTON MOOD

the short space of four years, after he had won by such a landslide that many observers were predicting that it would take two decades for the Republicans to recover.

The President himself, as well as many other Democratic leaders, had believed that with Nixon's nomination by the G.O.P., the wounds would be assuaged. Their dislike of Nixon would be the cement that binds, it was thought. And so it may in the days remaining of the campaign. But it is a fragile hope, requiring a prodigious effort by Humphrey and his Vice Presidential choice, Sen. Edmund Muskie of Maine, to sustain. Muskie, a Catholic of Polish descent, an ideological twin of the Vice President, has not created the same doubt among Democrats that Agnew's choice did among Republicans. One reason may have been that, by the time he was selected in Chicago, the convention was in such a state of disquietude that had St. Peter been available and named, it would not have helped much.

• • •

All of these considerations now weigh upon Washington as the President contemplates his handiwork and his final months in office. He feels understandably beleaguered, even if his vanity refuses to let him believe that much of what has happened represents a rejection of his policies.

He goes through his paces at the White House looking through a rear-view mirror at his considerable accomplishments and assessing by his own peculiar lights how history will judge him. His job now is mainly that of a caretaker, although events still require decisions.

He had hoped to climax his years in the White House with positive acts toward peace, including a possible visit to Russia. Indeed, he had arranged a meeting with Soviet Premier Aleksei Kosygin at a neutral site just prior to the Democratic convention, hopeful that it might hasten a settlement of the Viet Nam war. But the Soviets, trying to keep their own rebellious world together, torpedoed those plans with an invasion of Czechoslovakia and measures to keep the Czech defection from spreading to other Eastern European countries in the communist camp. He may find himself jumping from crisis to crisis instead of enjoying, if that is the proper word, the deceleration of a man moving toward retirement.

Only a dramatic break in the Viet Nam war promises him any comfort, and that is in the hands of Hanoi. He knows that his Presidency has been marred by the war, and there is no doubt that he would turn every screw to find a way to settle it. The idea now of applying military pressure on an ascending scale is virtually defunct.

The Republicans still suspect that the President will, in some magical way, attempt to finesse them on Viet Nam. But he seems to have run out of magic. Not even to end the bombing of the North Vietnamese panhandle, the only area left unmolested

by the U.S. air raids, provides any real assurance that Hanoi will then get down to business in the Paris negotiations, despite the claims of the anti-war factions in this country.

What complicates the President's task most is that the threat of more forceful acts against North Viet Nam is no longer credible to Hanoi. Ho Chi Minh and his comrades-in-arms have watched the demonstrations against the war, the fight in both parties to pledge an early end to it through peaceful means. They undoubtedly have concluded they can bide their time. Mr. Johnson, on the other hand, is left with a holding action. To stop bombing the north without guarantees of reciprocal action by the communists would, by his own account, endanger American troops in the south. Nixon has already indicated he would make it a political issue.

But, if there is a break—a decline in violence, a possible ceasefire, negotiations between the Saigon government and elements of the National Liberation Front, the political instrument of the Viet Cong, or discernible progress in Paris—it would benefit Humphrey, most observers agree, in that it would give him more leeway to deal with disaffected in his own party.

Foreign policy, however, is not the President's only concern as he winds up his affairs. He has a domestic budget yet to prepare, the budget for fiscal 1970. This task should not be too burdensome, for he does not have the problem of devising new and perhaps costly legislative programs to accompany it. The new President will amend that budget to accommodate his own policies. But Mr. Johnson nonetheless has hard choices to make about ongoing programs for the cities, for space activity, for defense and a host of other crucial federal endeavors.

While urban disturbances fortunately didn't meet the frightful expectations of many during the summer, racial unrest is a chronic challenge. So is the threat of the New Left to disrupt the colleges this fall. The volatility of social forces promises him no quiet time before he departs the White House next Jan. 20 for the peace of his Texas ranch. Events beyond the control of anyone may yet enliven the Washington scene and deny him the opportunity to unwind unobtrusively and in grace.

• • •

No doubt, the raging battles over Viet Nam wounded him deeply, his vanity, his pride, his sense of rightness. For he has never betrayed the belief that in Viet Nam he was following the course of a policy established and accepted by his predecessors and most of the American people. Until it began to appear endless and winless, the war was not an issue calculated to tear apart the country and leave the Democratic Party in near ruin.

He is not a man who abandons the chance to vindicate himself. Self-vindication, combined with a congenital inability to share his motives and his power with others, has marked his political career. He has not been robbed of the resourcefulness that gave his enemies pause in the past. And even in decline, no prudent foe is likely to dismiss him as irrelevant today.



# DICTAPHONE INTRODUCES A BRAND-NEW COMPACT.

Dictaphone's engineers in Switzerland have invented an ingeniously simple office compact that does just about everything. Except maybe sharpen your pencils. It's called the "400."

Dictate to it. Transcribe from it. Record telephone conversations with it. Record entire conferences with it.

And good news for your secretary. The whole machine weighs just 6½ pounds. Which is several pounds lighter than most comparable dictating-transcribing machines.

**Under your thumb.** The new Dictaphone "400" is remarkably easy to operate. One button in the mike runs everything: Record, Stop/Start, Playback and Backspace.

**Oops.** Make a mistake and you can erase every syllable instantly—and accurately. Instead of tapes or belts, it uses a unique magnetic sound sheet that records as many as four or five letters and can be used dozens of times.

The Dictaphone "400" has one more little virtue—its nice low price.

Ask a Dictaphone man to put the compact "400" through its paces for you soon.

▶ **Dictaphone**

Dictaphone is a trademark of Dictaphone Corporation, Rye, New York.



**IT'S GOT  
EVERYTHING  
BUT POWER STEERING.**



## We're first choice for your fourth step.

Your company is probably in New York, Chicago, and Los Angeles, or nearby. You're ready now for the next important move in a pattern of orderly growth. You're ready to improve your distribution efficiency and market penetration nationwide. It's time for the fourth major step.

We're the nation's fourth corner in the distribution pattern. The most logical area your fourth step can reach.

The Houston-Gulf Coast gives you ready access to markets in the Southwest and South by land, sea, air and Intra-Coastal Waterway. All of Texas, New Mexico, Oklahoma, Arkansas and Louisiana are overnight distances away by highway and

rail. In two days, you can overlap your Los Angeles and Chicago distribution. In three with New York. And we're an air and sea gateway to Central and South America. You can't efficiently reach all these areas from any other major city.

The entire Southwest area's consumer market is booming; growing at a pace to equal or beat any other section of the country. Land is available in planned industrial parks. The Houston Intercontinental Airport will handle anything that flies, including Super-Sonic Transports. There's enough water to provide 1.8 billion gallons a day, adequate for home and industry for the next fifty years at least. Natural

resources are abundantly nearby. The business climate couldn't be better.

These are only a few of the reasons why the Houston-Gulf Coast is the logical choice for step number four. If you would like to know more about any aspect of our environment, you should have a copy of "The Houston-Gulf Coast Area Index", a handy bibliography of the literature available on our area. It can save you hours of reading time in finding the specific answers you need. To obtain a copy, write: Wesley A. Kuenemann; Manager, Area Development; Houston Lighting & Power Company; P. O. Box 1700; Houston, Texas 77001.

## The Houston-Gulf Coast is America's fourth corner.



**Houston Lighting & Power Company**



# Why not democracy in nominations?

BY FELIX MORLEY

On May 13, 1912, when William Howard Taft was President, Congress approved the Seventeenth Amendment, providing for the direct election of Senators. The previous practice had been for each State Legislature to choose its two Senators, as specified in the first Article of the original Constitution.

This step towards popular government received the necessary ratifications, by two thirds of the then 48 States, with unusual speed. Its adoption was certified by the Secretary of State a year later. Since then the trend towards political democracy in the United States has been pronounced.

Women obtained the vote in 1920, by adoption of the Nineteenth Amendment. In 1961 the Twenty-third Amendment gave residents of the previously disfranchised District of Columbia the right to vote in Presidential elections. In 1964 the Twenty-fourth Amendment eliminated the poll tax in all States where that payment had been a prerequisite for voting in Presidential or Congressional elections.

Since World War II, moreover, many local restrictions on complete adult suffrage have been struck down by Supreme Court decisions. This body has also emphasized the doctrine of "one man, one vote" by ordering reapportionment and revision of electoral districts for both Houses of State Legislatures. And now the movement to lower the voting age to 18, nationwide, has strong Presidential endorsement.

• • •

By contrast with this record it is indeed curious that the process of nomination for elective office has become even less democratic than it was in years gone by. Of this nominating procedure Viscount Bryce, in his classic study of "The American Commonwealth," wrote in 1897: "It substitutes for the party voters generally a small number of professionals and their creatures, extracts prearranged nominations from packed meetings and calls this consulting the pleasure of the sovereign people!"

*Dr. Morley is a Pulitzer Prize-winning former newspaper editor and college president.*

That scathing observation could be made as accurately of the nominating conventions of 1968 as of those of 1896. The widespread dissatisfaction with their procedures, especially in the police-state atmosphere of Chicago, is evidence that the method of nomination, and not only for the Presidency, needs review. If it makes sense to elect Senators by direct popular vote, as was decided 55 years ago, then it makes equal sense to give the electorate more say in choosing those who are nominated for this and other important offices. In the case of the Presidency



*Lord Bryce's scathing observation of 71 years ago applies with equal force today.*

the device of primary elections, as currently developed, certainly does not meet the need.

Now, as when Lord Bryce made his sympathetic but critical study of our institutions, the major parties are controlled by "a small number of professionals and their creatures." An analysis of the delegations, both at Miami and Chicago, shows that these professionals were for the most part solidly in control, explaining why in both cases nomination was so easily secured on the first ballot.

Indeed, with the passage of years the absence of any real contest for the nomination has become more



## TRENDS: STATE OF THE NATION

pronounced. Uncertainty as to the outcome ended in the Democratic Party when it dropped the provision for a two thirds majority. And one cannot imagine a modern repetition of the Republican Convention of 1880, when James A. Garfield received no votes on the first ballot, but on the thirty-sixth obtained the majority which served to make him President. The grip of the Establishment on the nominating procedure is now much stronger than it was when we used the less dignified term "machine."

Criticism of this Establishment, becoming so widespread and vehement among American youth today, is stimulated by its dictatorship rather than by the corruption of the past. Delegations to the Presidential nominating conventions are largely composed of men and women who have been elected to some office, with members of the State Legislature usually in a majority. A few wealthy contributors may in effect buy themselves in as delegates and among the Democrats labor union representatives form an increasingly numerous and powerful bloc. But probably few delegates are ever actually venal. The more effective charge is that with few exceptions they are too narrowly representative.

The reply to this is that the professionals represent the party. And since their common objective is to name a candidate who can win in November, what does it matter if most are known only as small-gauge politicians? It is for political expertise and not as crusaders for civic virtue that men like Mayor Daley win their spurs and take command.

• • •

This retort, however, no longer satisfies, in view of the magnitude of the problems facing the country today. The district committees which for the most part select the delegates of both parties should be more aware of the wisdom and good judgment now continuously demanded from the President of the United States. Probably delegates would be of a higher type if the best minds of the community would continuously interest themselves in local politics. But the best minds are also the busiest. And it can be said with all too much certainty that few voters of either party could today name more than a small fraction of the delegates who cast the votes of their States for the present nominees.

Yet after this well framed nomination every party registrant is expected to give loyal and active support to a candidate in whose selection he has generally had no share whatever. That this is resented is shown by the fact that our Presidential elections bring out a smaller percentage of the qualified vote than is the case in the general elections of almost every other country that really practices representative government. And there are other signs that the traditional nominating arrangements are breaking down, not least the boredom of the prefabricated conventions where the only interest this year was aroused by the gallant though inevitably futile effort of a minority to break

the grip of the pros. Because of their sharply localized interests, these professional politicians are often unable even to visualize the enormous responsibilities which an American President must now carry. Of the delegates as a whole it must be said that they have little knowledge of economics, of public finance, of the intricacies of commerce, of the history of their own or other countries. And they tend to be dubious about any potential candidate with better intellectual equipment. Superior men are suspect.

None of this is to suggest that either Mr. Nixon or Mr. Humphrey is unworthy of the nomination he has received. If an aspirant is also a good politician, as Lincoln was, the quality of greatness will not be held against him. But intellectual stature without political adroitness will not impress a majority of the delegates as currently chosen. That is why Bob Taft had two strikes against him when the Republicans convened in Chicago in 1952 and why the somewhat similar aloofness of Senator McCarthy doomed him in Daleyland in 1968. The role of the United States in the world today demands a President with the highest qualifications. Yet current nominating procedure gives no assurance that even one of the candidates will possess the attributes which the word statesmanship implies.

Some minor improvements have been made. A few States have binding preferential primaries, but an aspirant could win all of these and still fail to get the nomination. The wholly undemocratic unit rule was happily dropped this year; shallow political declamation was somewhat toned down; palpably synthetic demonstration was less nauseating than usual. Essentially, however, the vital business of nomination remains, in the jet age, very much what it was in the horse-and-buggy era of a century ago.

• • •

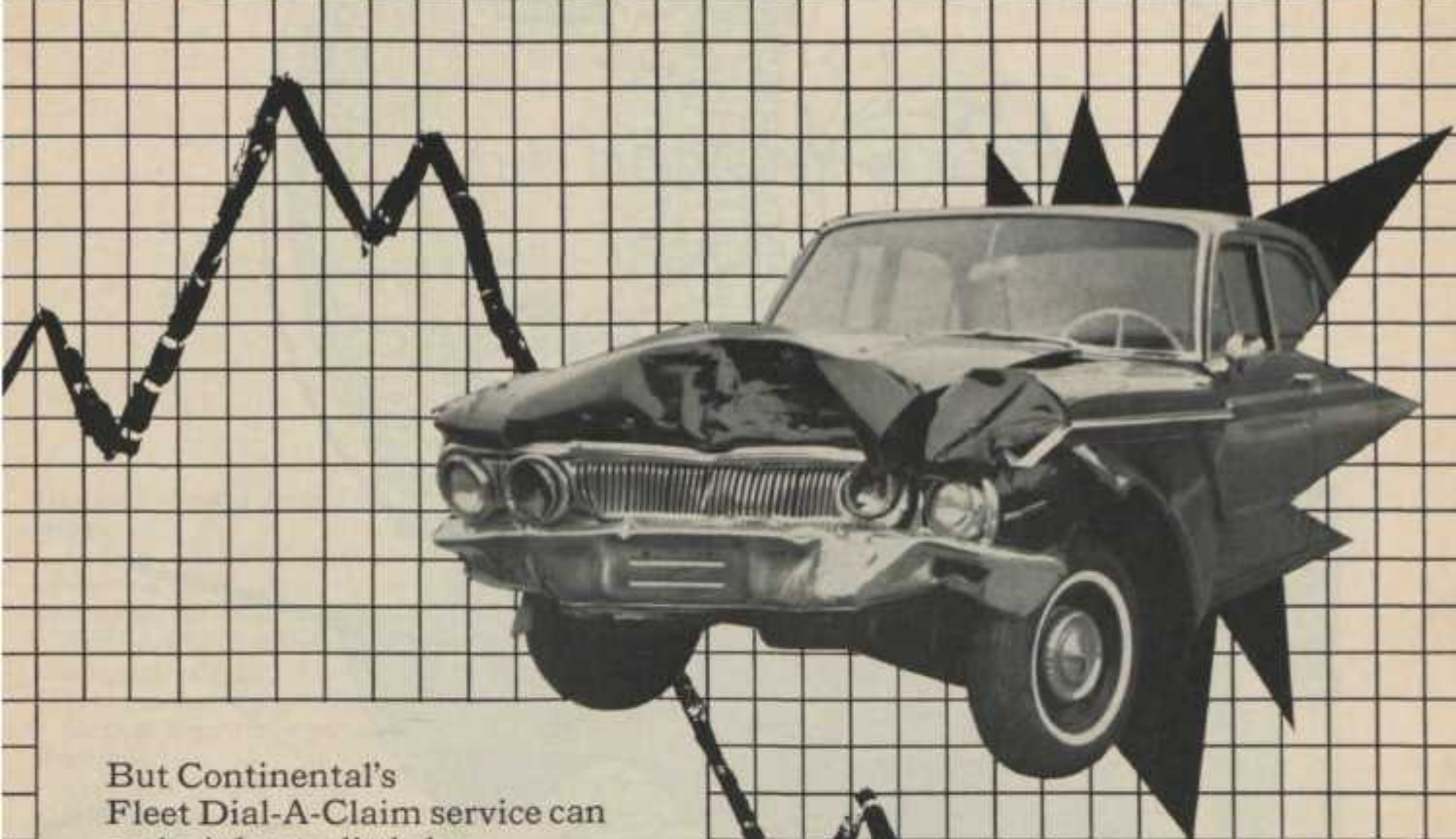
The consequences of this archaic procedure can be serious. When a Presidential election is so crudely staged it encourages disillusionment and greatly improves the chances of a third candidate campaigning on the basis of "a plague on both your houses." If the current situation forces a runoff election by the House of Representatives the political shock would be devastating.

Our government is geared to the two-party system. And the only good reason for our turtle-derby election procedure is to allow ample time for major candidates to be both carefully and democratically chosen. Yet neither of these requisites is being adequately observed. Even as we proclaim the virtues of "one man, one vote" we choose nominees in a manner having no discernible relation to the popular will.

To rectify this anomalous situation would not be difficult. All that is required is a sense of urgency in the elected leadership of both parties and there are signs that this is present. The first step, clearly, is the appointment of a bi-partisan Congressional Commission as soon as the new Congress convenes. Its recommendations would not need to tangle with the related, but quite independent, problem of electoral college reform. [EDITOR'S NOTE: See "Sound Off to the Editor," page 100.]



339 times a day, a company car gets hit.  
And so does the company.



But Continental's  
Fleet Dial-A-Claim service can  
make it hurt a little less.

Every time a vehicle in your fleet is in an accident, it costs you. (Even if all the physical damage is covered by insurance.)

There's the plant waiting for the parts you promised while your truck is stuck on the road. And the company waiting for a quote while your salesman is waiting to be towed out of a ditch. And the meeting that never met because your rep met a tree.

We can't mollify your customers. But we can help a little.

Through our Fleet Dial-A-Claim service.

If your man on the road is in an accident, he can call one central number (collect) to report it. (No matter where he is. Or what time of day or night it is.) The moment he puts down the phone, we'll start working on the claim. And give him whatever other help we can.

So you can see, it won't hurt to call your Continental agent *before* your next accident.

#### The Continental Insurance Companies

Continental Insurance Co. - Firemen's of Newark  
Fidelity and Casualty - Commercial of Newark  
Seaboard Fire and Marine - National-Ben Franklin  
Cos. - Boston Old Colony Cos. - Buckeye Union  
Washington General - Niagara Fire Insurance Co.  
HOME OFFICES: 80 MAIDEN LANE, N.Y., N.Y. 10038  
30 PARK PL., NEWARK, N.J. 07101







## The good ship U.S. Savings Bonds.

Here's one ship that always comes in—the good ship U.S. Savings Bonds. It provides money for countless college educations, new homes, vacations and all the other good things that people save for. Money that keeps growing. Money that helps to keep our economy strong. Buy Bonds where you work or bank—help your country while you're helping yourself.

**NOW – Higher Rates!**

Savings Bonds now pay 4.25% when held

to maturity—and Freedom Shares (sold in combination with E Bonds) pay a full 5%. The extra interest will be added as a bonus at maturity.

And now you can buy the Bond/Freedom Share combination *any time*—no monthly commitment necessary. Get the facts where you work or bank.

**U.S. Savings Bonds,  
new Freedom Shares**



The U.S. Government does not pay for this advertisement. It is presented as a public service in cooperation with The Department of the Treasury and The Advertising Council.





# The broken dream may yet come true

BY ALDEN H. SYPHER

HAMBURG—Broken dreams fall across West Germany today.

Just as crumbling castles overlooking beautiful, prosperous valleys mark the end of one era, shattered dreams mark the end of another.

Skies until recently bright with promise are becoming increasingly cloudy, and the people in this land of excellent living are losing a little of their joy.

Gone is hope for reunification of East and West Germany.

Gone too is the dream of an economically and politically cooperating Western Europe with lasting peace, prosperity and good neighborliness among nations.

The thundering march of 650,000 Soviet and satellite troops into Czechoslovakia has dashed immediate hope for the alternative—which was high on Chancellor Kurt Kiesinger's list of political and economic necessities—re-establishment of old friendships and trade patterns with the East.

In place of that hope is the chilling realization of the tremendous treachery disclosed when massive military action, at least six months in preparation, came a dozen days after a pretended settlement of the differences between the Russians and the Czechs.

To many the dream that democracy is a gentle, pleasing form of government has been shattered by the blatant noise and bruising impact of extremists.

Even the makers of the economic miracle are beginning to wonder if they really made it, or if it took place on the other side of the Iron Curtain.

The one dream that has come true over the width and breadth of the land is prosperity. Autobahns choked with traffic they never were intended to carry are being paralleled by new ones.

The ending era is one in which West Germany served as guest victor of World War II—a position thrust upon her by the Western allies who were building power against their recent ally to the East, whom they did not trust.

*Mr. Sypher, a lifelong journalist, is the former editor and publisher of NATION'S BUSINESS.*



*Student protests are most vocal form of discontent as West Germans struggle to live with democracy.*

It was that position that brought the great dreams, but not their fulfillment.

It had been assumed there would be a clear-cut western victory in the cold war, that reunification and many other beneficial effects would follow.

But as postwar years grew into decades the cold war lingered on, undecided. Without decision, the hoped for benefits failed to materialize. Instead the cold war appeared to be fading away—and Germany's importance to the United States with it—until August 20.

• • •

The effect of Russia's invasion of Czechoslovakia is vast and incalculable. But it will only delay, not end, the spread of freedom in Europe and elsewhere in the world.

Trends whose motion has been stopped abruptly will resume gradually.

In another surprise attack 12 years ago, 200,000 Russian troops plus 2,500 tanks and armored cars moved into Hungary in the night to drive out Imre Nagy and to crush with firepower the democratic movement he headed. In Budapest men and women



## TRENDS: RIGHT OR WRONG

and boys and girls attacked invading Red tanks with whatever weapons they had, even broomsicks. Thirty-two thousand Hungarian patriots were killed in a heroic but futile battle for freedom.

Many were executed later. Nearly 200,000 persons fled their homeland to escape death or hard communism.

• • •

Yet only 12 years after that bloodbath neighboring Czechoslovakia produced a Dubcek—and, for a pitifully short time, freedoms far greater than those contemplated by Hungary in 1956.

This is strong and dramatic proof of man's tremendously powerful demand for freedom and dignity, and of the inevitable trends in Central Europe.

The intransigence of Charles de Gaulle in halting expansion of the Common Market, and his undermining of the basic concept of the North Atlantic Treaty Organization emphasized to Germans the importance of developing friends and trade patterns to the East.

The logic of this effort is suggested in downtown Hannover where, in a sidewalk decoration, arrows point in the direction of the world's major capitals, and along each is listed their distance. Washington is 6,500 kilometers away, Moscow, 1,850.

• • •

There is no doubt that someday Chancellor Kiesinger's objectives will be achieved. If Prague is forgotten as quickly as Budapest was, it may be even in his lifetime.

There's far less hope for reunification. Thoughtful Germans are beginning to talk of an "Austrian settlement," an arrangement in which distinctly different kinds of governments allow people and ideas to move freely across their common borders.

"After all, Austria is German, too," observes an editor. "Beethoven was born in Bonn, but he wrote most of his works in Austria. We find no fault with our relationship to Austria because it's a free state."

It's also a separate state.

Until recently the miracle of West Germany's strong and fast economic recovery after World War II usually was traced to Marshall Plan help.

Now the question of whether foreign aid—or aid of any kind—actually is a help or a hindrance is being debated among thoughtful Germans.

Seven billion dollars in Marshall Plan loans and grants were poured into West Germany to aid economic recovery.

Factories and mills were built from the ground up. They were equipped with the newest machinery and employed the newest, most efficient methods. They were the most up-to-date plants of their time.

Many American businessmen complained bitterly that factories built with American money, more efficient than their own, were proving fierce competition.

An opposite movement was taking place on the other side of the border with East Germany.

Victorious Russians lifted entire manufacturing and processing plants from their East German foundations and moved them to Russia.

Even rail lines were torn up and moved to the East, along with anything else the Russians thought might help in their own postwar reconstruction.

They were acting the traditional role of victor while we were providing many of the fruits of victory to the West Germans.

Thus the East Germans started out with a land stripped of most of the tools for economic recovery not blasted to rubble by war.

Yet today East Germany is among the world's 10 industrial powers (along with West Germany), and in Communist Europe is second only to Russia.

East Germany's economic development is estimated to be less than five years behind that in West Germany. Thus the recovery miracle may well have taken place on the other side of the Wall.

• • •

Many West Germans just now are tasting democracy in its natural state, and some are not at all sure they like the flavor.

For 20 years the West German people enjoyed a stable government. They accepted it as democratic. It wasn't that.

It was the government of Konrad Adenauer, an iron-fisted authoritarian who allowed no opposition to his objectives.

For the first time Germans are experiencing the democratic form as it actually works—with extremists howling from both ends of the political spectrum.

Not many are sure they like it. They look back fondly at the politically calm days of *der Alte*.

Farm and village voters are suspicious of a government that lets students storm down streets demanding change.

Students are impatient with what they consider the authoritarian characteristics of life throughout the country, in schools and universities as well as in police practices and political policies.

Businessmen worry that politicians will continue a failure to take the part in world affairs justified by the nation's economic achievements, and thus sacrifice influence in favor of other countries, such as France.

Perhaps the most widespread concern is that of students and educated young people who consider their elders not knowledgeable enough to cope with democracy. They think politicians and the press control the political thoughts of most older people.

This accounts for the zealous attacks on newspaper plants, the burning of delivery trucks and demands for laws limiting a man's ownership or control of the press.

This will to take away the freedom of one man to insure it for another shows faint faith in the democratic process, if not outright totalitarianism.

Just like the faint faith or totalitarianism of Americans who take to the streets to solve, or display, their political problems.



Let's get specific about fast construction...

# This 369,200-square-foot Armco Building was under roof in less than 60 days



**Architects:** Lyies, Bissett, Carlisle & Wolff, Architects-Engineers-Planners, Washington, D. C.; Raleigh, North Carolina; Columbia, South Carolina

**General Contractor:** Ruscon Construction Co., Charleston, South Carolina

**Armco Building Dealer:** R-C Steel Building Co., Inc., Charleston, South Carolina

We hope you're not in that big of a hurry, but this Armco Building of Avco Lycoming Division, Charleston, South Carolina, was actually under roof 7 days ahead of the 60-day time limit!

According to the owner the reason for selecting an Armco Building was "... quickness of erection, the flexibility and quality, in conjunction with the general contractor's ability to get this project under roof in 60 days."

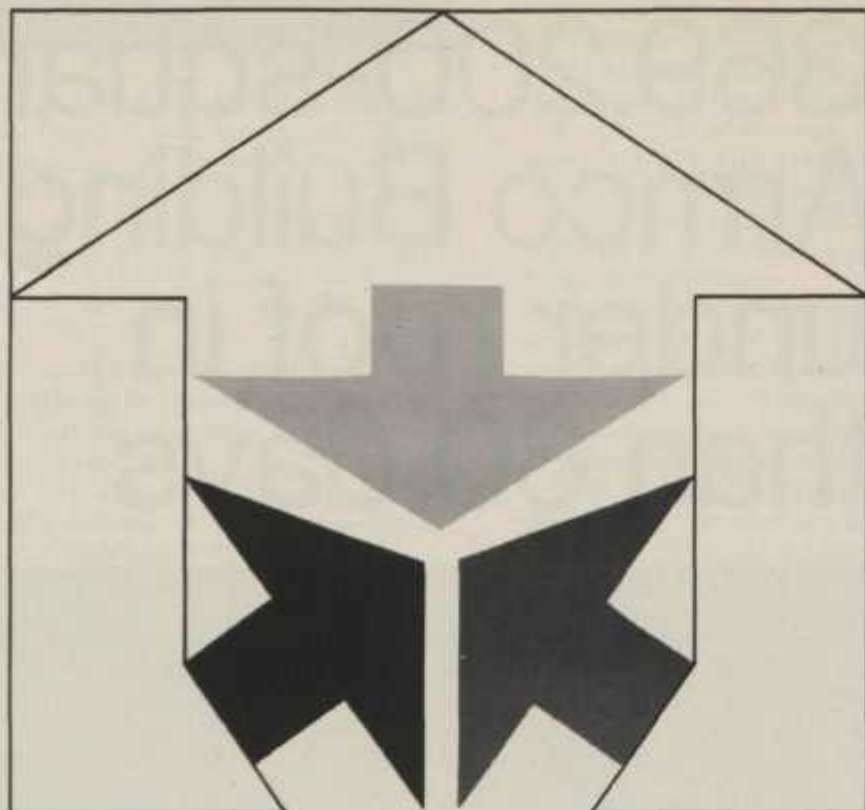
Remember what you have working for you in the Armco Building System: (1) Sculptured STEELOX® Panels that interlock inside and eliminate through-wall fasteners that can cause leaks and collect dirt; (2) factory-applied acrylic enamel finishes that resist excessive color change on sidewall panels for 10 years; and (3) roof of Armco ALUMINIZED STEEL that lasts at least 20 years under normal atmospheric exposure.

For a more complete story, call your local Armco Building Dealer. Or, write us and we'll have him call you. Armco Steel Corporation, Metal Products Division, Department M-78, P.O. Box 800, Middletown, Ohio 45042.

**ARMCO STEEL**







## level with yourself

You're a smart person, or you wouldn't be holding a position in association management.

But are you smart enough to admit that the "on-the-job training" you get every day is not enough? That it takes something more, these days, to move ahead in this profession—to gain bigger responsibility, earn more money? To handle the increasingly important job you have?

It does take something more, you know.

And *Institute* provides it.

"I'm an 'old timer' in the Institute professional development program. But I'm still mighty enthusiastic about it—and still learning, too. It's an unusual combination of extensive, practical, understandable, sympathetic know-how from top association executives and top university professors. The benefits are many and great."

\*Richard A. Anderson

President, American Society of Association Executives

Executive Director, Aluminum Extruders Council

There's nothing flimsy about the information you get

in an Institute classroom. It's solid. Geared to your needs, as an organization leader. As timely as the problems piled on your desk right now.

You can prove it to yourself by browsing through the 1968 Catalog of the Institutes for Organization Management-Association Executive Development Program. Send for one today.

At every level—Principles of Management, Advanced Management Studies, the Academy for Organization Management, the Postgraduate Seminar—the Institute offers solid substance, usable ideas, valuable information.

Level with yourself. Admit that Institute offers something to you.

Enroll at the level of Institute education for which you qualify.

You'll be getting the something more your job needs these days.

On the level.

Institutes for Organization Management  
1615 H Street, N.W., Washington, D.C. 20006



BUSINESS  
OUTLOOK  
FOR '69

# DIRECTION: UP

In spite of  
more inflation,  
higher prices,  
increased labor  
costs,  
taxes as high—  
or higher

When leaders of business cast their thoughts ahead to 1969 they are optimistic—but just barely.

When they think about what will happen in taxation in the next two or three years, the great majority say things will get no better and probably will get worse.

When they attempt to chart the route inflation will take in the coming months, most see a continued cheapening of the dollar.

Three hundred and forty company presidents, chairmen of boards and vice presidents who hold senior or financial positions, contributed to the twenty-eighth NATION'S BUSINESS Outlook Survey which produced these and other estimates of the country's business future.

The survey provides the first close look on a national scale at business prospects in the opening six months of the new year.

The response of top business leaders was surprisingly large in the face of the uncertainties of the Presidential election which is still a month away and the troubled situations in a score of countries. And because this is an unseasonably chaotic period in a particularly fran-

tic year, a few executives who usually participate begged off.

Several others hedged their survey questionnaires with notes saying such things as, "This is what I think, but only if Nixon gets elected. If HHH gets in, these answers don't apply." Another wrote, "I'm giving you these thoughts in the belief that surely they can't be upset by another political upheaval, another assassination, another Viet Nam or another Czechoslovakia."

As we move through autumn, the business community—which somehow must produce the money the federal government spends—is becoming more deeply worried than ever before about federal spending. The community not only wants Uncle Sam to stop being a spendthrift, the community demands in strong language that Uncle Sam leave business alone.

Runaway government spending is paired with inflation as our greatest problem by Willard F. Rockwell, Jr., of Pittsburgh, chairman of North American Rockwell Corp. "It will be solved or get worse depending upon how promptly the new Administration attacks the problem," he adds.

Collier Wenderoth, Jr., of Fort Smith, Ark., president of O. K. Feed Mills, Inc., also terms inflation our greatest problem, "closely followed by disrespect for law and order."

There is a strong awareness of the poverty and racial problems. Our greatest problem is "the increasing gap between the poor and the mainstream of society," in the opinion of Don C. Frisbee of Portland, Ore., president of Pacific Power and Light Co.

"This is a long-range problem



which will become worse before education, mobility, nondiscrimination, etc., permit perceptible improvement," he warns.

Business is worried, too, about increasing labor costs, the unfair way it feels the federal government acts towards business in labor controversies, the shaky dollar (although there are some silver linings in the gold situation), balance of payments deficits, high interest and somehow, somehow, sometime soon, getting the Viet Nam war settled.

On the last point there is more sentiment for an early, negotiated end to the war than has been shown in previous NATION'S BUSINESS surveys.

Business flatly refuses to believe the U. S. economy is recession proof, but there is a strong belief that the economy is now nearly depression proof. Finally, despite the weakened dollar and increasing imports, there is astonishingly little sentiment for a return to protectionism or import quotas.

#### The optimists' view

One hundred twenty-nine optimists turned up among the 340 respondents. They expect improvement in the general level of business during the first six months of the year. Another 108 foresee business operating at about the same rate while 85 worry about a business decline.

George Champion of New York, chairman of the board of Chase Manhattan Bank, speaks for the cautious optimists when he says:

"While the rate of growth in production and sales may be considerably less than in recent months, higher levels of consumption, home building, and civilian government spending should bring the level of activity well above the first half of 1968."

Another optimist, William Belano, president of Island Creek Coal Co., Cleveland, says, "The Federal Reserve Board production index is already above the first half, and we do not look for a decline from that level. However, tighter money, reduced government spending, the surtax, and inventory (especially steel) liquidation will prevent a rise of any magnitude in the first half of 1969."

Railroaders have mixed feelings about the immediate future. John W. Barriger of St. Louis, president of Missouri-Kansas-Texas Railroad Co., says, "The climate of government toward business will be more

understanding and cooperative." That is, he adds, assuming we have a Republican Administration.

Three railroaders believe business will remain about the same early next year. They are E. S. Marsh of Chicago, chairman of Sante Fe Railway Co.; W. Arthur Grotz of Baltimore, president of Western Maryland Railway Co., and W. B. Johnson of Chicago, president of Illinois Central Railroad Co.

Herman H. Pevler of Roanoke, Va., president of Norfolk and Western Railway Co., sees a decline because, "The first half of 1968 was stimulated by rapidly rising price levels. Greater stability should prevail in 1969."

Robert P. Ulin of New York, economics manager for Mobil Oil Corp., wrote that it was his "personal guess that we are now starting an inventory readjustment that will reduce the FRB index from its recent peak to the early 1968 level. Consumer spending will show smaller increases. Plant expansion will be less. Monetary-fiscal policy is modestly deflationary."

Bankers are about evenly divided between bulls and bears.

Five besides Mr. Champion who see improving business are Edward M. Penick of Little Rock, president of Worthen Bank and Trust Co.; Wilson Mothershead, chairman of Indiana National Bank of Indianapolis; Eugene C. Zorn, Jr., of Dallas, senior vice president and economist of Republic National Bank of Dallas; Alfred Brittain III of New York, president of Bankers Trust Co., and J. H. Styers of Winston-Salem, N. C., senior vice president of Wachovia Bank and Trust Co., the Southeast's largest bank.

"Some dip might seem in order during the latter part of the last six months of 1969," Mr. Styers explains, "but government programs and related matters will probably lead to some upturn in the first half of 1969."

Lewis Bond, president of Fort Worth National Bank foresees the opening of 1969 in a different light. "The tax increase will tend to level out business expansion," he says in explaining why he believes the tempo of business will remain the same.

Three bankers in different sections of the country believe business is headed down. They are: Robert S. Beaupre, president of Seattle-First National Bank; Ed Neilan of Wilmington, Del., chairman and president of Bank of Delaware, and Henry C. Coleman

of Daytona Beach, Fla., chairman of Commercial Bank at Daytona Beach. Mr. Coleman says, "The full effect of the surtax and reduction in federal spending will have evidenced itself, resulting in a lessening of inflationary pressures and a slowdown in business."

Executives, regardless of their business affiliation, are distinctly more optimistic about their own companies than they are about the economy in general.

Two hundred and twenty-six believe the volume of their own business will improve during the first half of 1969 while only 25 see a decline. Another 70 say their business will remain about the same.

You get much the same lineup of answers after asking the question, "Do you expect your profits in the first half of 1969 to improve, decline or remain the same?" One hundred and eighty-six think there will be improved profits, 50 see declining profits and 84 say things will be the same. Prices for products and services are certain to move higher after we clear the new year. That is the firm opinion of 169 men surveyed. Only 26 believe their prices will decline while 113 think prices will be stable.

#### Outlook on inflation

The question of more or less inflation put a cat among the pigeons. A flurry of answers, opinions, reasons and arguments swirled up. When the dust settled, 115 executives were found to believe we are in for more inflation in early 1969, 108 believe inflation will ease while 97 think inflation will get no better or no worse.

M. J. Warnock of Lancaster, Pa., chairman of Armstrong Cork Co., sees dim rays of hope for less inflation, although he's not overboard on the thought. "Wage-price spiral," he writes, "will never be 'solved' within existing politico-institutional structure, although pressures will be relaxed somewhat next year as economic growth slows."

Other manufacturers who share Mr. Warnock's view include David E. Walbert of Cleveland, president of Midland-Ross Corp., and Proctor W. Houghton of Allston, Mass., president of Houghton Chemical Corp.

Mr. Houghton explains his hopes: "The present rapid rate is fed by a number of factors which should have declining influence in 1969, and are starting to decline now."

Sterling T. Tooker of Hartford,





PHOTO: JOE COVILL, BLACK STAR

*Sterling T. Tooker, the president of Travelers Insurance Companies—Surtax and projected cuts in federal budget will help solve our biggest economic problem: inflation.*

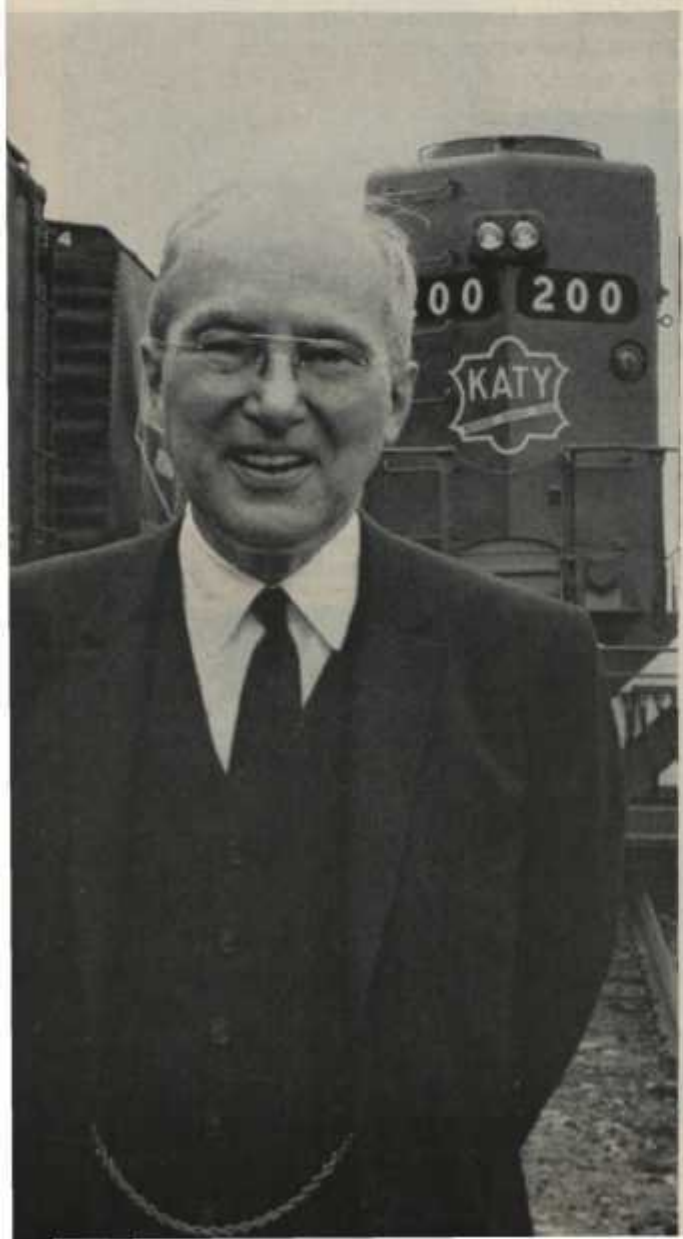


PHOTO: T. MICK FLITTING, BLACK STAR

*John W. Barriger, president of Missouri-Kansas-Texas Railroad Co.—The climate of government toward business will be more understanding, assuming that Nixon wins.*

*J. M. Sweitzer, president, Employers Insurance of Wausau—Labor costs will rise four to five per cent in first half of '69.*



PHOTO: DEICHO HAYN, BLACK STAR



Conn., president of Travelers Insurance Companies, calls inflation our biggest economic problem. But he predicts "inflationary pressures will diminish in first half 1969 as a result of the surtax and projected cuts in the federal budget."

Mr. Tooker cautions, however, "All bets are off, however, if the incoming administration should ask for supplementary appropriations to finance the Vietnamese conflict and/or propose a higher level of domestic spending."

Among business leaders who look for more inflation, are: A. C. Fuller of Hartford, Conn., chairman of Fuller Brush Co.; R. F. Campbell of Sante Fe Spring, Calif., president of Lihap Industries; E. P. Berg of South Milwaukee, chairman and president of Bucyrus-Erie Co.; Frank Pellegrino of St. Louis, president of International Hat Co.; Albert H. Daggett of St. Paul, retired chairman of Gould-National Batteries, Inc.; E. H. Hall of Fitchburg, Maine, president of Steel-Fabrications, Inc.; Leslie G. Taylor of Denver, owner and chairman of Colorado Metal Products Corp.; Carl W. Bettcher, Jr., of Bridgeport, Conn., president of Van Dusen and Meyer, Inc., and W. K. Metcalfe of Ramsey, N. J., president of AER Corp.

Mr. Pellegrino says, "Wages and prices should have been frozen. Wages at this time are outstripping prices when demand exceeds production and prices will run away."

The same rather steep rate of inflation suffered in 1968 will continue into the first six months of 1969 in the opinion of J. W. Keener of Akron, chairman of The B. F. Goodrich Co. Mr. Keener explains that he sees "no sign of labor reducing money demands and thus I expect to see cost-push inflation continue."

Robert Fedder of Rochester, N. Y., president of R. P. Fedder Corp., manufacturers of air filters, says that "if a recession occurs we could experience less inflation, but currently it looks like union demands will keep pressure on prices."

Other manufacturers who see the same inflationary spiral going into the new year include N. G. McLean of Port Huron, Mich., executive vice president of Dunn Paper Co.; Monford A. Orloff of Portland, Oregon, chairman and president of Evans Products Co.; Harold Hafner of Oakland, general manager of Monarch Steel Products Co., Inc.; Robert Landzettel of Fairlawn, N. J., treasurer of Landzettel & Sons, Inc.; H. Thomas Hallowell Jr. of Jenkin-



George E. Keck, president of United Air Lines, Inc.—  
The United States doesn't have a recession-proof economy.



J. W. Keener, chairman of The  
B. F. Goodrich Co.—No sign of  
labor slicing its money demands.

H. Thomas Hallowell Jr.,  
chairman, Standard Pressed  
Steel Co.—Inflation ahead.







*M. J. Warnock, chairman of Armstrong Cork Co.—Wage and price pressure may ease.*



*Robert H. Hartman, vice president-marketing, Ramco Associates, Inc.—Ease interest, encourage building.*



town, Pa., chairman and president of Standard Pressed Steel Co., and Leroy Anderson of Detroit Lakes, Minn., president of Snappy, Inc.

Mr. Orloff bases his belief on the fact that "with the present round of wage increases in steel behind us, coupled with the opportunity to fully utilize the existing but unused production capacity of industry, increased production should just about equal the average price increases which we should experience in 1969."

Oil men take different directions regarding inflation. M. A. Wright of Houston, chairman of Humble Oil and Refining Co. is a "less" inflation man for 1969. Mr. Wright comments, "The rate of inflation probably will be somewhat reduced as a result of a slowdown in business activity (with capacity utilization already low), a substantially reduced federal budget deficit, and more moderate wage settlements."

A dozen other oil company executives agree with Mr. Wright but they are among respondents who requested that their names and affiliations not be used.

Two oil men who see more inflation next year were C. E. Spahr of Cleveland, president of The Standard Oil Co. (Ohio), and Armond Hansen of Reed City, Mich., president of Osceola Refining Co.

Mr. Spahr predicts: "Full employment, union power and emphasis on growth will continue to generate inflation. It isn't likely that wage-price controls and large-scale government economies will be effected, and they are needed." He underscored, "and they are needed."

Two mighty factors affecting the ebb and flow of money are labor costs and capital investment.

#### **Labor costs to climb**

Polling of executives produced intriguing answers to the question, "By what percentage do you expect your labor costs, including fringe benefits, to increase during the first six months of 1969?"

The very great majority say the rate of increase will be either five, six or seven per cent. Four executives say there will be no increase in labor costs. Two predict increases would be as high as 15 per cent and one foresees 35 per cent.

Apparently this is a question which defies preciseness. Several answers were: "between five and eight per cent" and "between three and five per cent."

M. Clare Miller of McPherson,



*R. E. Brooker, chairman of Montgomery Ward & Co.—Restore dollar in world market.*

*Robert Fedder, president of R. P. Fedder Corp.—Union demands will insure inflation.*







*Robert G. Dunlop, president of Sun Oil Co.—New Administration should seek good business climate.*

*Edwin L. Parker, president of A. G. Spaulding and Bros., Inc.—Tie wage hikes to production.*



*Eldred H. Scott, senior vice president, Detroit Edison Co.—Reduce cost-push inflation.*



Kansas, president of San Ore Construction Co., guesses the increase to be between "six and 10 per cent."

John W. Dent of Atlanta, chairman of The Georgia Marble Co., has this thought, "The pattern is set at six per cent per annum unless the new Administration can call a halt."

Three insurance executives in the four and five per cent increase bracket are J. M. Sweitzer of Wausau, Wis., president of Employers Insurance of Wausau; H. John Lowry of Detroit, chairman of Michigan Mutual Liability Co., and Mr. Tooker of Travelers.

Francis E. Ferguson of Milwaukee, president of Northwestern Mutual Life Insurance, anticipates a five to seven per cent rise.

Victor T. Ehre, of New Hartford, N. Y., president of Utica Mutual Insurance Co., estimates a 10 per cent increase.

Howard W. Kacy of Washington, D. C., chairman of Acacia Mutual Life Insurance Co., foresees no increase, "due to more efficient use of existing personnel and electronic equipment."

Estimates of the amount of company spending for capital investment during the first half of 1969 were almost equally divided among executives who say their companies will spend more and executives who say spending will be the same as 1968. The count was 123 for more spending and 130 for the same rate of spending. Another 63 see a decline in spending.

No respite is foreseen in taxes. Only 21 executives say they think taxes will be lower, 138 foresee higher taxes and 150 see the same tax rate.

Strong feelings are held whether we are in a depression- or recession-proof era.

George E. Keck of Chicago, president of United Air Lines, Inc., says he does not believe the United States has a recessionproof economy. "If the definition of a recession is a two-quarter decline in real GNP, a combination of ill-advised policy moves and a major change such as a truce in Viet Nam could create sufficient imbalance to cause a 'recession.'"

The chairman of a major mid-western packaging firm comments, "We have done a reasonably good job managing the economics of recession; we still don't understand how to constructively control the economics of prosperity. I am afraid the latter deficiency may sometime

PHOTO: THE WOODBRIDGES, NYC

PHOTO: KENNEL KAPFMAN, BLACK STAR



precipitate us into a sharp and sustained decline."

#### Advice to new President

Executives of some of the best-known firms in the United States hold strong views on what the new Administration's principal moves should be regarding business. Here are a few:

"Lower interest rates and make money available," said R. B. Pampin of Portland, Oregon, chairman and president of Georgia-Pacific Corp.

The Administration "should be oriented in the direction of reducing cost-push inflation," says Eldred H. Scott, senior vice president of Detroit Edison Co.

"Develop an atmosphere of mutual trust, weigh carefully the long-term inflationary aspects of collective bargaining," advises Charles G. Rodman, president of The Grand Union Co. of East Paterson, N. J.

"Restore the dollar in the world market through better budget management, improve the balance of trade which would require less foreign aid and a gradual reduction of expenditure in Viet Nam, restore law and order at home," says R. E. Brooker of Chicago, chairman of Montgomery Ward & Co.

"Get control of labor so that wage increases can be tied to the economy and to production," urges Edwin L. Parker of Chicopee, Mass., president of A. G. Spalding and Bros., Inc.

"Foster a good business climate. The new Administration should evidence a sincere desire to balance the federal budget, curb unneeded federal expenditures and treat business and labor impartially," says Robert G. Dunlop of Philadelphia, president of Sun Oil Co.

Scores of executives who asked that their names not be used say the incoming Administration should do such things as, "get off business' back," "leave business alone," "stop favoring unions," "get better work out of the NLRB."

Stewart S. Cort of Bethlehem, Pa., president of Bethlehem Steel Corp., sees the new Administration with two principal jobs—reducing inflationary pressures "without going so far as to constrict the economy severely. So far as the steel industry is concerned, doing something about imports."

Robert H. Hartman of New York, vice president-marketing of Ramco Associates, Inc., writes, "Ease the discount rate and so bolster indus-

trial production and expansion activities, lower mortgage rates so that there is an inducement for more housing starts, stricter logical controls in packaging and truth in advertising to protect both the trade and the consumer."

Clyde E. Dever of Dallas, owner of Temptee Steak Co., advises, "Let local governments handle their own affairs and Washington get out of business."

T. Haltec Cunningham of Alexandria, Va., president of The Lanman Co., urges: "Look into operation of NLRB, it is very union slanted. Consider tax breaks for small business investing in capital equipment. Give thought to how small business can be protected from large international unions. We can't bargain, all we can do is give."

Robert G. Smith of Portland, Oregon, president of Crow Publications: "The oncoming Administration should realize guns and butter won't work." John E. Griffin of Sioux Falls, S. D., president of Lewis Drug Stores, urges: "Build faith and confidence that business will not fear having the rug pulled out from under them every 15 minutes."

Arthur E. Chambers of Wyandotte, Mich., president of Carbidex Corp., suggests: "Curb big labor—particularly in the area of high, front-end load contract settlements and complete domination of small business in organizing and negotiation."

James T. Hill, Jr., of New York, president of Interchemical Corp., says: "Foster trust and congenial climate for confident business investment and action."

Earl E. Conlin of Detroit, executive vice president of Ex-Cell-O Corp., advises: "Show less partiality to labor's position and a more positive attitude towards the problems of industry."

Robert P. Gerholz of Flint, Mich., president of Gerholz Community Homes, Inc., puts "Top priority to removing 10 per cent surtax."

John W. Dixon of Dallas, vice president-plans of Ling-Temco-Vought, Inc., says: "First, a firm commitment should be made to end the new surtaxes on schedule. Second, foreign trade policies must be revised to reverse the sharp deterioration in our balance of trade. In general, a policy of business encouragement should be followed."

A. R. Marusi of New York, chairman and president of Borden Co., urges, "Remove surtax if indicators start a decline."

END



Frank Pellegrino, president of International Hat Co.—Wages, prices should have been frozen.

William Bellano, president of Island Creek Coal Co.—FRB index is up, and won't slip.





You will be denied the opportunity to buy grapes this fall and winter if a massive nationwide boycott of California grapes is successful.

From July through November, California is the source of virtually all the grapes sold in consumer markets.

To some extent customers already have been denied the right to buy grapes in some stores and in some areas as a result of the partial success of the boycott.

If the current effort were to be successful, similar efforts could be expected for other commodities.

The AFL-CIO has threatened a similar nationwide boycott of products produced by the Campbell Soup Co.

This type of nationwide product boycott would deny to retail stores the right to choose what they would stock and display. The effect on farmers would be most disastrous. Faced with the need to harvest perishable crops, they would be forced to agree to almost any union demands, no matter how arbitrary or unreasonable they might be.

The success of the effort with respect to grapes could thus open the door to a growing degree of union interference with the marketing process.

During the past few months, delegations representing the AFL-CIO's United Farm Workers Organizing Committee, headed by César Chavez, have visited most of the major markets. This effort has been financed by AFL-CIO funds, since UFWOC itself has only a few members.

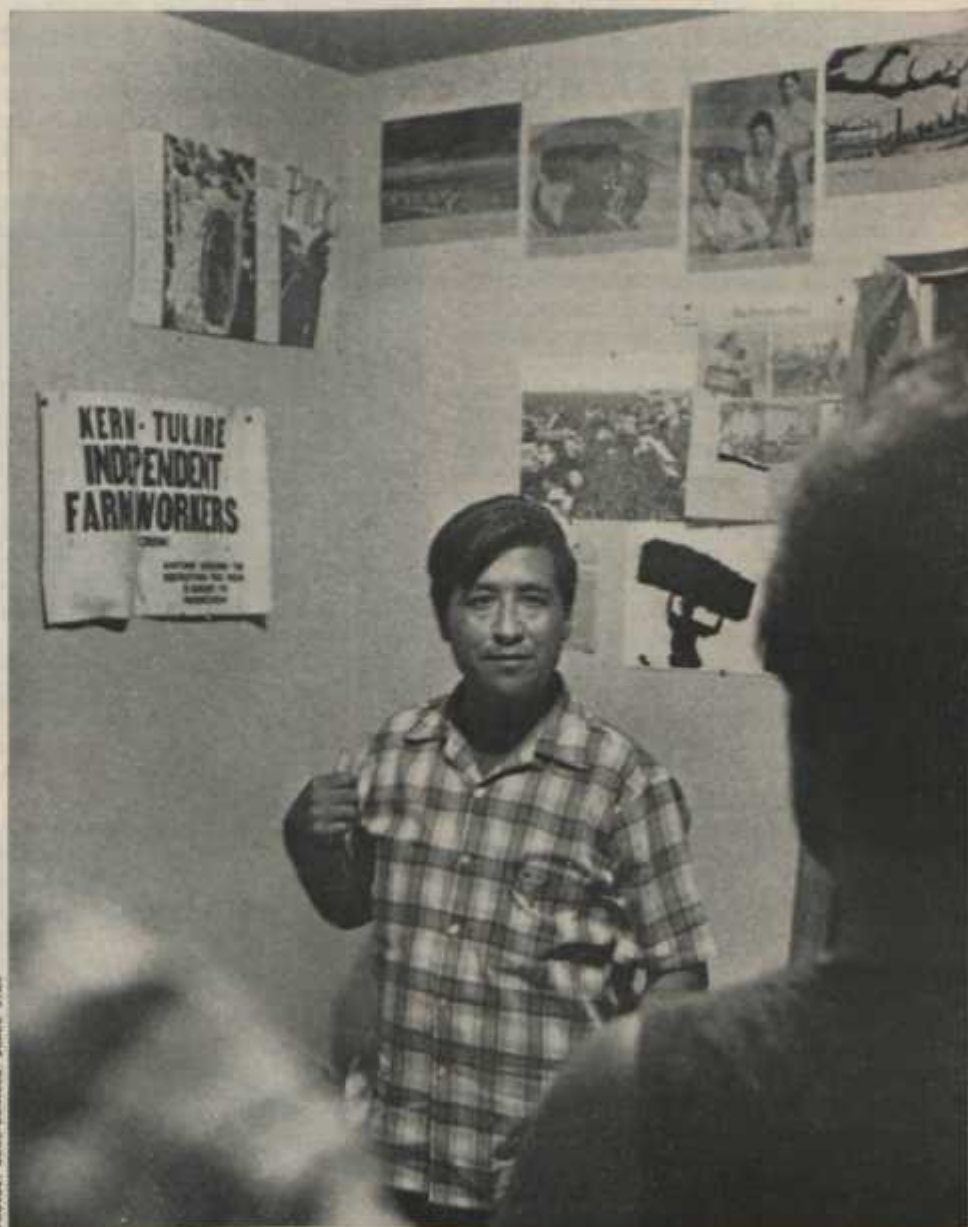
The UFWOC is promoting what Chavez calls "the biggest boycott in the history of the labor movement." The UFWOC has threatened to place picket lines around retail outlets which handle California grapes, has persuaded public officials to use their official positions to urge consumers to refuse to buy grapes, has enlisted support of church groups and civil rights organizations and obtained from the Canadian Labor Congress a pledge to withhold patronage from California table grapes.

UFWOC delegations have called on food trade unions in major market areas to assist them in boycotting California grapes.

Their reception has not been the same in every city, but in most cities the local food trade unions have cooperated by bringing pressure on food chains and other distributors and retail stores to stop handling California grapes.

Such efforts have been undertaken

# CAN THEY PULL OFF A NATIONWIDE BOYCOTT?



Maverick labor leader César Chavez, organizer of mass grape boycott, at union headquarters of United Farm Workers Organizing Committee.



in New York, Philadelphia, Baltimore, Milwaukee, Buffalo, Chicago, Detroit, Lansing, Boston, Cleveland and other cities. UFWOC claims boycott activity in 35 cities in the United States and Canada.

The effort has been partially successful. Some of the food chains and wholesalers have bowed to union pressures and reduced or curtailed their purchases of grapes.

#### New York hit hard

The initial focus of the boycott was in New York City, which normally receives about one seventh of all the grapes shipped from California.

Here the boycott was almost completely successful in its early stages. Receipts of California grapes in New York City were virtually zero from June 10 to July 15.

California growers in June filed with the Regional Office of the National Labor Relations Board a complaint that an unlawful secondary boycott had been instituted by the local food trade unions.

After investigation of this complaint, the Regional Office negotiated a settlement agreement with the unions. Under the terms of this agreement, the unions promised not to undertake a specified list of boycott activities and agreed to post a notice on union bulletin boards to this effect.

This action opened up the New York market to a degree, but shipments of California grapes to New York City continued below normal.

The situation in other cities varies. In Cleveland the unions and the chain stores agreed that the stores would continue to stock grapes, but each store would prominently display a sign reading: "Please don't buy California table grapes. Help the California grape-workers better their living conditions."

Behind the boycott of California grapes is the continuing effort of the UFWOC to enlist farmworkers as members of the union.

This effort has not been successful and the union has therefore turned to the national boycott as a means of accomplishing what they were unable to accomplish on a voluntary basis. Their goal is to compel farmers to force their workers to join the union, although the workers themselves have chosen not to do so.

Governor Reagan says the boycott has nothing to do with working or living conditions, adding that "the boycott is an attempt to com-

pel employers to force farmworkers to join the United Farm Workers against their wishes." Governor Reagan said federal statistics place California farmworker earnings as the highest in the nation, well above those of agricultural workers in either New York or Michigan where boycott efforts so far have been successful.

If such blackmail tactics of UFWOC are successful and the boycott of California grapes in eastern markets forces compulsory unionization of grape workers, producers of all farm products in all states would be affected adversely. Other

boycotts could be expected for other perishable, vulnerable, specialty crops.

There are several things about the situation in California which have not been generally reflected in the sketchy accounts which have appeared in the press.

1. UFWOC does not represent workers in vineyards producing table grapes.
2. There is no strike of workers in the table-grape industry.
3. A successful boycott would force farmworkers who have chosen not to join the union to become union members on a compulsory basis.

#### Speaks for a handful

Reports filed with the U. S. Department of Labor by UFWOC under the Labor Management Reporting Act of 1959 disclose that the total dues income of the union in 1967 was \$82,424 and that annual union dues range from \$24 to \$42 a year. Thus, the average membership of UFWOC in California in 1967 was somewhere between 1,962 and 3,434 members. Since most workers pay dues of \$42 a year (\$3.50 a month) the actual membership is closer to the smaller figure.

Thus, UFWOC represents about 2,500 to 3,000 California farmworkers.

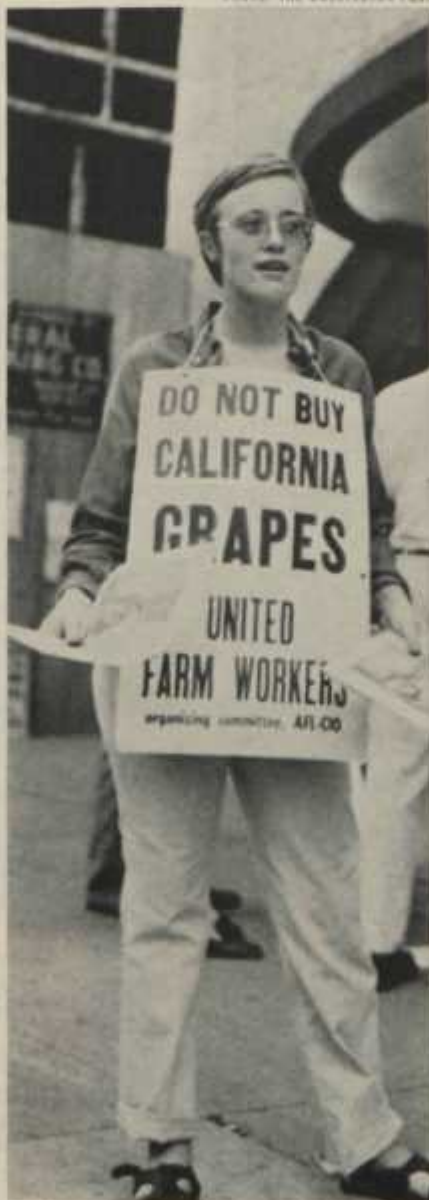
The total hired farm labor force in California averaged 170,000 in 1967 (U. S. Department of Agriculture's "Farm Labor") and peaked at 246,000 in September.

Thus, UFWOC has enrolled less than two per cent of the total number of farmworkers in California. Further, almost all of UFWOC's members are employed by wineries. In the last two years a number of wineries, faced with a boycott of their wines, signed union shop contracts covering the employment of workers engaged in the production of grapes for wine. This is where the union has its membership. And this is not a voluntary membership. Workers are required to join the union as a condition of employment by the wineries involved.

Obviously then, the total number of UFWOC members employed in all California agriculture other than the wine industry is negligible.

As a matter of fact, UFWOC's efforts to sign up workers on fresh table-grape farms has been a failure. They have tried. They have picketed farms. They have held all kinds of meetings. They have sent delegations of organizers to call on workers at their homes.

But, despite this effort, table-



Ann Hart, daughter of Michigan Senator, toting boycott sign for great California grape rebellion.





PHOTO: KING BAVILL, BLACK STAR

California picket glares menacingly at grape picker loading cartons for shipment to national food chains and other distributors and retail shops.

Pickets, parading in front of a Safeway store, urge shoppers to boycott California table grapes and melons while union tries to recruit pickers.



PHOTO: MEL CHAMOWITZ

## CAN THEY PULL OFF A NATIONWIDE BOYCOTT? *continued*

grape workers have not joined the union.

### Farm workers rebel

In fact, at least three other organizations of farmworkers have sprung up during the last year which are opposing UFWOC's campaign.

One of them is the Agricultural Workers Freedom to Work Organization which has as its stated purpose: Opposing union harassment on the job and ending demonstrations at workers' homes at night by union organizers.

Another new organization is Mothers Against Chavez. This consists of wives of farm workers, some of them workers themselves, who have rebelled against the abuse they have suffered from union organizers.

Have workers been denied the opportunity to join UFWOC? The answer is clearly No. They have certainly been asked and urged and harassed into joining.

Under California law, any employer, including farmers, is prohibited from firing or otherwise discriminating against any worker who joins a union. This law is enforced and is effective.

There is no strike of California table-grape workers. On several occasions, UFWOC has called what is termed a "strike." But workers employed by farmers have not heeded this call.

Farmers have continued to produce and harvest table grapes without unusual difficulty. No grapes have been lost because workers stopped working.

The "strikes" have been more in the nature of demonstrations. Quite a few people have participated in such demonstrations, but not the workers themselves.

To sum up, the union is trying to force farmers to sign union shop contracts with UFWOC by boycotting grapes in major markets.

If this were successful, farm workers who have chosen not to join UFWOC would be compelled to join against their will.

Obviously, the boycott is an exercise of arbitrary power. One solution would be prohibiting product boycotts under the Labor Management Relations Act and antitrust legislation.

In the meantime, growers are urging that consumers help offset the losses of markets in some cities by buying more grapes. **END**



# Lyon doesn't Stop with the most Versatile Design

MAKE US PROVE IT!

LYON METAL PRODUCTS, INC.

1046 Monroe Avenue, Aurora, Illinois 60607

☐ Please send me more complete information

☐ I'd like the name of my nearest dealer

Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_

Zip \_\_\_\_\_



The freedom to select and join components to fit your needs is a big advantage in itself. But wait'll you've pounded on our desk top and discovered it has *two* layers of steel, with a ribbed underside for extra strength. Wait'll you've thumped the back and end panels and felt the vault-like solidity of double-wall welded construction. Found sound deadeners *everywhere*—in the back panels, pedestals, and even the drawers. Tried the exclusive Lyon "lock-in-top" that controls *all* drawers. Learned that the *100% acrylic* finish will last with the furniture. *Then* you'll agree that Lyon is a better buy in *many* ways. See your *Lyon Dealer*. Or, write: Lyon Metal Products, Inc., 1046 Monroe Ave., Aurora, Illinois for our free color brochure.

**LYON** OFFICE  
FURNITURE

Showrooms: New York, Aurora, Los Angeles



# RIDING THE GRAVY TRAIN

He puts in fewer hours, gets hefty pay hikes, enjoys plush fringe benefits, has no worry about getting fired—that's what life's like on civil service

Pampered, padded and pugnacious about their numerous fringe "goodies," government employees not only cling like barnacles to their jobs but somehow manage to become more numerous, despite Congressional efforts to pare Uncle Sam's mushrooming payroll. And these approximately three million federal jobholders have become the most mollycoddled working class in the nation.

Most civil servants are, of course, dedicated and hard-working. Many in the higher classifications could make more money if they worked outside the government.

But the fact remains, they are so indulged that the mammoth civil service retirement fund is \$54 billion in the red and threatens to saddle future generations of taxpayers with huge bills for federal employee pensions. And now, the bureaucrats are trying to usurp private industry's \$8.5 billion role in supplying the government with support services.

Besides running about neck-and-neck salarywise with most private industry jobs, government employee fringe benefits in vacation time, health and life insurance plans and

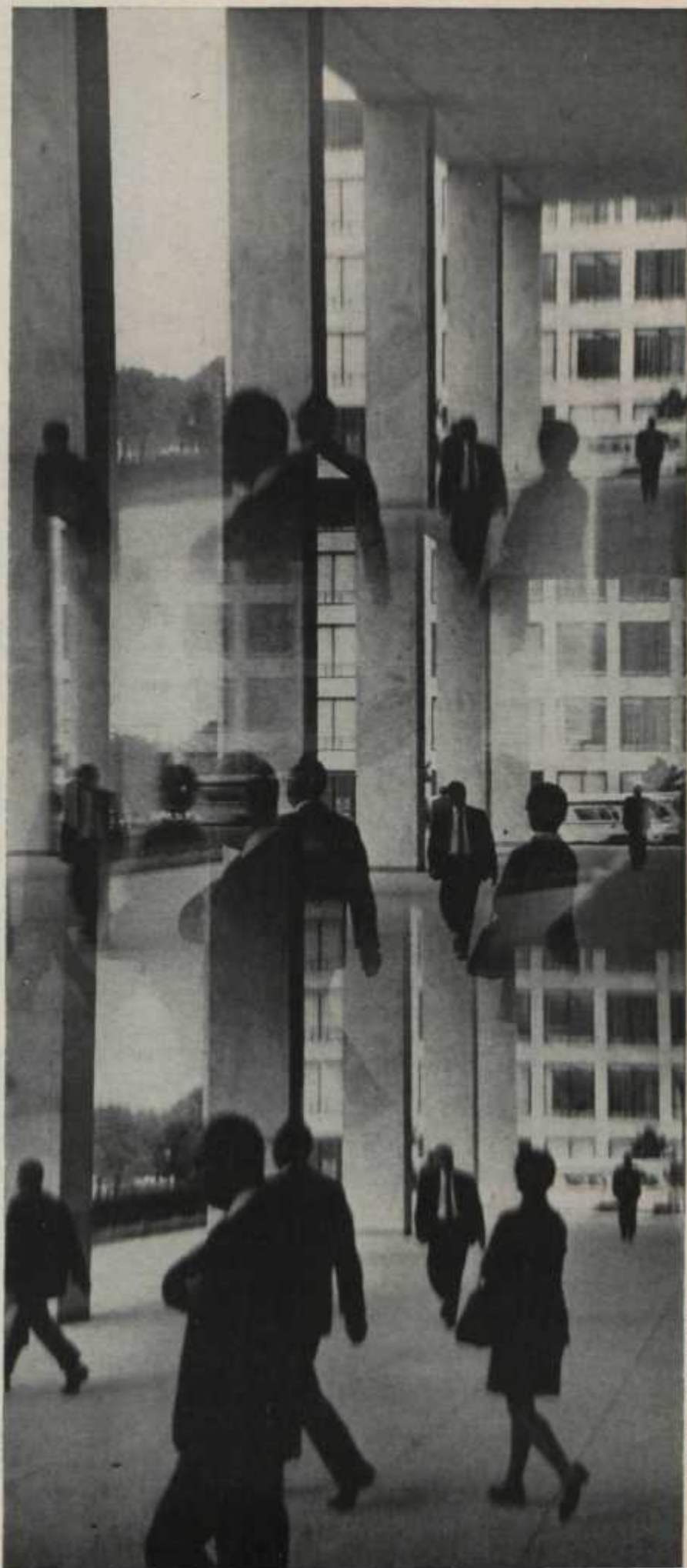


PHOTO: DENNIS BRACE—BLACK STAR



sick leave far outclass those in industry. Here are some of the key fringe benefits career civil service employees enjoy:

- Cash awards ranging from \$10 to \$25,000 for adopted suggestions or superior work.
- From 2.5 to five weeks' vacation annually—depending on length of service.
- Thirteen days' paid sick leave annually—with unlimited accumulation of unused sick leave time.
- Eight paid holidays a year.
- A liberal retirement plan—with survivor benefits. Military service is creditable for retirement purposes.
- Low-cost life insurance and health benefits—with cost shared by the government.
- Compensation for job-connected injury.
- Military leave with pay for reserve training.
- Right to join or refrain from joining unions of federal employees.
- Protection from political pressure or coercion.

In the past decade, for example, there has been a 75 per cent hike in the average pay of federal workers, compared to 55 per cent for high-school teachers; 41 per cent for factory hands; 55 per cent for construction workers and 49 per cent for railroad and telephone workers.

A breakdown shows that the government employee works a total of 226 productive days annually compared to 238 for the industrial worker.

And in most job categories, the talented, young bureaucrat can hope to move up from a General Schedule (GS)-5 or GS-7 to a GS-11 (salary range \$9,657 to \$12,555 for an auditor) in two or three years.

#### **Would break business**

If noncorporate private industry were to provide such bonus benefits it would suffer a severe case of pain in the pocketbook. Still, bureaucracy continues to expand and once entrenched in the civil service maze of job security, it is almost impossible for a worker, however incompetent, to get fired.

For the fiscal year 1967, fewer than 1,000 federal employees—all with sympathetically geared appeal rights—were dismissed for inefficiency. This is approximately .0003 of the entire work force.

The proof that government salaries are on a par with industry is contained in the latest (June 1967) Bureau of Labor Statistics survey on comparative pay scales. The 83-

page report was made in cooperation with the Bureau of the Budget and the Civil Service Commission and the following industries: Manufacturing, transportation, communication, electric, gas and sanitary services, wholesale and retail trade, finance, insurance and real estate, engineering and architectural services and research, development and testing laboratories operated on a commercial basis.

A new BLS report, eagerly awaited by federal employees because it will affect their chance of hitting up Congress for more liberal fringe benefits, was due out last month. But with typical efficiency, the government report reportedly will not be available now until at least January, possibly February at the earliest.

#### **Lower grades fare best**

Still, the old report is a good gauge. And it does not include the whopping pay raises the federal, white-collar workers received last July or the one they will get in July, 1969.

It shows that in the lower grades—clerks, office boys and girls, key-punch operators, etc.—federal workers actually averaged higher annual salaries than their counterparts in private industry. For example, the national average for a file clerk in industry was \$3,405 per year. The government employee, doing the same type of work and averaging fewer hours per week, was \$3,609 with a \$244 raise after the second year. In the higher grades (12-15) which include attorneys, chemists and engineers, industry held a slight lead. But the scheduled pay hike next July is designed to bring federal salaries "up to equality" with those paid in private industry.

Only in the limited area of year-end bonuses and stock options is the industry employee clearly ahead.

To compensate for that, however, an estimated 25,000 federal employees in the Washington-Baltimore area alone are being paid special rates above the regular salaries for their jobs. These employees have skills in short supply and, according to the Civil Service Commission, their jobs are difficult to fill.

Cartographers, mathematicians, speech pathologists and audiologists, Internal Revenue accountants, auditors and criminal investigators, geologists and medical officers and nurses are getting anywhere from \$100 to several thousand dollars

annually over regular rates. The CSC says it hopes the higher salaries will assist agencies in recruiting and retaining qualified personnel.

Add to this the fact that there are now 9,320 supergrade posts in the government paying between \$22,835 and \$28,000 per year. Some Congressional leaders are opposing an Administration effort to add 428 additional supergrade jobs at a cost of more than \$10 million annually.

They point out that each promotion to supergrade usually creates a chain reaction of at least a dozen promotions or new appointments in the lower grades, each of which requires additional federal expenditures.

#### **Padding softens blow**

The bureaucratic empire builders have also apparently circumvented current attempts to cut them down in size. Besides the 10 per cent surtax and reduction of \$6 billion in federal spending, the new Revenue and Expenditure Control Act provides that full-time federal civilian employment be gradually reduced to the June, 1966, level of 2,366,317 persons. This was to be achieved by filling only three out of every four jobs vacated by normal attrition—resignation, retirement or death.

But before the bill became law in June, the federal agencies stacked the deck with more bodies to cushion them against the three-of-four reduction provision. And Congress is expected to exempt a big majority of federal agencies from the rollback requirement.

Coinciding with the wage woes, an industry spokesman charges that a new Congressional report "threatens the government's long-standing policy of relying on private enterprise for its needs."

"If the recommendations of the report are carried out, the federal bureaucracy would be allowed to grow bigger and bigger, at the taxpayers' expense, and industry's role would be reduced proportionately," declares Edward R. Wagner, executive director of the National Council of Technical Services Industries.

NCTSI represents International Telephone & Telegraph Corp., Radio Corp. of America, Philco-Ford Corp., The Bendix Corp., Northrop Corp., Litton Industries, Inc., and other large and small companies which do \$8.5 billion worth of support service business annually with the government. Their personnel-contracting programs—which provide an army of nonfederal workers



to perform an untold variety of defense, space and civil tasks—are under fire from the Civil Service Commission, federal employee unions and some Congressmen.

Claiming that the contracts are costing much more than the government would pay to employ federal workers to do the same jobs, the report recommends that the work be taken away from the companies and turned over to government employees—further padding the federal payroll.

The contractors staunchly declare the practice is good business and insist it is cheaper for the government to farm out the work—from sorting mail to manning radar stations—than to undertake the same work itself.

## Cold shoulder to business

The report, "Criteria for Support Service Cost Comparisons," was approved without fanfare by the House Government Operations Committee shortly before Congress recessed in August for the political conventions.

"It threatens the government's long-standing policy of relying on private enterprise for its needs," Mr. Wagner declares, "and adopts a position which would reduce the role of an industry that has carried out major defense and space projects for the government since before World War II."

The report suggests the elimination, in some cases, of personnel ceilings which, oddly enough, Congress itself has imposed as part of its effort to reduce the budget.

The report was a result of hearings held last April by the House Subcommittee on Special Studies, chaired by Rep. Porter Hardy Jr. (D-Va.). The purpose was to review the government's highly controversial cost comparison guidelines which are used by federal agencies in deciding whether federal agencies or private industry should perform tasks required by the government. The Senate held inconclusive hearings earlier and did not issue a report.

The contractors, more than peeved at the treatment they received from Congress, now fear that their entire \$8.5 billion business may go down the drain if the "softening" of policy continues. And any such trend would unquestionably result in a faster growth of the already immense government work force, with all its accruing, tax-consuming effects.

An industry source brands the furor over government-hiring-by-contract a "power play" by federal employee unions that want to bloat the bureaucracy and their membership while dehydrating the free enterprise system.

The bee in the bureaucratic honeycomb is Bureau of the Budget Circular A-76 which supposedly contains instructions for determining the cost to the government of a support service. Nevertheless, no precise method exists for making a study of the comparative costs of a support service by contract or by civil servants. Such vague authority has a direct impact on the economy.

It has been estimated that the total sum being spent in the current fiscal year by the government for both in-house and contract support services is about \$20 billion.

Add to this the fact that the government has for years been spending huge sums of money for such studies—money which could be saved for the taxpayer if satisfactory cost criteria could be established.

The General Accounting Office, the Congressional watchdog over spending, has conducted several contract analyses and concluded the do-it-yourself method is cheaper in the long run. The contractors naturally dispute this. They claim the GAO estimates don't include such government cost elements as full financing of federal pension credits and worktime losses due to greater civil service sick-leave allowances.

And herein lies another tale of federal largess—and boondoggling—at the taxpayer's expense.

## \$54 billion in the red

The cost of Uncle Sam's mammoth civil service retirement system provides one of the major areas of disagreement between government and industry over cost studies. In woeful financial shape—at last count \$54 billion in the red and skyrocketing annually—it threatens to put the pinch on future generations of taxpayers.

In short, since the system was established in 1920, pension benefits have been liberally expanded with little thought of future cost. The government has failed to contribute its full share into the trust fund that pays the benefits with the result that no funds are set aside to cover the \$54-plus billion deficit. This "unfunded liability" is growing by almost \$2 billion a year.

Even the Civil Service Commission concedes that without remedial steps, the system's trust fund will be bankrupt by 1987, forcing Congress to appropriate several billion dollars annually to finance then-current retirement benefits.

The reason for the mounting deficit is, once again, shoddy government practice: The government, in making cost comparisons which involve billions of dollars, does not include true costs. In the pension case, the government refused to consider statutory wage increases, cost of living increases and future liberalizations.

Industry, of course, must recover its costs, as a matter of sound business practice, and therefore includes the past, current and future service pension costs in its pricing structure in accordance with normal accounting principles. Moreover, the Internal Revenue Service, which regulates the retirement funds of industry, would never knowingly permit any of industry's retirement plans to approach bankruptcy.

But the double standard applies where the federal bureaucracy is concerned and the result is years of inadequate financing.

Typical benefits have been rising. A letter carrier retiring after 30 years' service now gets \$318 a month; 20 years ago he would have drawn only \$100 a month.

Only five years of civilian service are required before annuity benefits may be paid. Here are some examples of retirement income:

- Five years service (annual salary—\$10,000)—\$63.00 per month.
- Ten years service (annual salary—\$12,000)—\$163.00 per month.
- Fifteen years service (annual salary—\$15,000)—\$328.00 per month.
- Fifteen years service (annual salary—\$5,000)—\$109.00 per month.

Among the obstacles to reform action is a balky Congress. It probably will allow the federal payroll to remain padded but it will not appropriate funds—this year, anyway—to cover future increases in the unfunded liability.

The current attitude of the federal employee unions doesn't indicate quick action either. The AFL-CIO's Government Employees' Council is pushing for government contributions to get the retirement fund out of the red—with no matching contributions by the employees.

All in all, being employed by Uncle Sam can't be all bad. As the man said, "It beats working for a living."

END





## In our own little way, we've helped solve one of man's complex problems.

In 1920 in Stamford, Connecticut, a man printed the first metered mail. It was hardly heard 'round the world. In fact, the letter went only to Greenwich. Five miles away, if that.

By inventing the postage meter, we automated the stamp. And, as the use of the mails increased, so did the importance of our little machine. Simply by having the right postage on hand and printing it right on the envelope, our

meter found a permanent place in the mailrooms of the country's efficiency-minded businesses.

Nearly half of this country's mail is now metered. Our machines even help get the mail through in 103 nations abroad. And not all of our clients are giants. In fact, many of our new users of meters mail fewer than 10 letters a day.

Whether you sell plumbing supplies in Long Island or export hemp from Ran-

goon it makes no difference. If you've got one letter to mail, you've got the same problem. And, with the Pitney-Bowes meter, the same solution.



**Pitney-Bowes**

For information, write Pitney-Bowes, Inc., 1332 Pacific Street, Stamford, Conn. 06904. Postage Meters, Addresser-Printers, Folders, Inserters, Counters & Imprinters, Scales, Mailopeners, Collators, Copiers.





## Introducing the all new 1969 Imperial. before you buy

There are only three luxury cars in America. We make one of them, the Imperial. And this year we've made it all new.

Now no one is likely to run out and buy a 1969 Imperial just because it's all new.

Actually there are many things you should know about the Imperial, or any luxury car, before you buy one.

One thing is size. They're all big. The '69 Imperial is the biggest but not for the sake of bigness.

It's big because it gives you a little more leg room, considerably more shoulder room, more hip room. More space under the hood for power equipment, room enough behind the back seat for a separate heater and defroster if you want it.

We don't expect anyone to buy an Imperial simply because it's the biggest car. But since added size is one of the reasons a luxury car costs more, you should know what size it is.

You should know that we've equipped '69 Imperial with the largest passenger-car

engine Chrysler ever built. We think it may be the smoothest running engine in America.

You should know about disc brakes, since all luxury cars have them. They are standard equipment on Imperial. Of the three cars, Imperial's brakes are slightly larger. Though only very slightly.

You should know that the new Imperial rides on torsion bars instead of coil springs. Torsion bars are better on curves and highways. Unbeatable on long trips. The ride you get doesn't depend solely on suspension. Car weight, wheelbase, passenger load are other factors. You'll have to judge it.

All three luxury cars ride like luxury cars. And a twenty-page description of the differences between them won't mean as much as a twenty-minute drive.

We think the more you ride on torsion bars, the better you'll like them. But then, that's only what we think.

You should know that Imperial's unitized body is a single welded unit that's strong,





Le Baron 4-Door Hardtop

## And several things you should know any luxury car.

quiet, and well-protected from corrosion by a seven step dip-and-spray treatment.

Not all luxury cars are unitized. And, while no car body, even a unitized one, is absolutely rattleproof forever, there's no better insurance against rattles. You should know that.

You really should know what the optional extras are. Luxury cars have lots of them. '69 Imperial has more than its share.

Reclining passenger seats. Built-in rear seat pillows. AM/FM radios, tape decks and a stereo system with 5 speakers instead of 4.

And headlights that you leave on when you park the car. They stay on for a minute or two to light your way to the door. Then they turn themselves off.

It isn't very likely that you'll run out and buy the new '69 Imperial just because the headlights see you to your door.

Or because Imperial's 5 stereo speakers produce a slightly better sound. Unless, of course, you're a fanatic about music.

Or unless you've been adding it all up, point-by-point. Because you should have been adding it up. These are the things you buy a luxury car for.

You can buy a good car with power options and all the basic parts the new Imperial has for half the Imperial price. But a luxury car isn't just basic transportation.

It's a little more of everything than you need. A little more room. A little more quiet. A little better ride and smoother engine and finer stereo.

These are the things that make luxury cars different from ordinary cars. And make the three luxury cars different from each other. And that's our point.

Before you spend \$6000 or \$7000 for a new '69 Imperial, or any other luxury car, you should know what you're spending \$6000 or \$7000 for. This year spend a little time with all three of them.

# 1969 IMPERIAL





The Slowpoke Bug.





# Are we living in a bugged society?

Wouldn't you like some small remembrance to leave the waiter who keeps you waiting an hour for a rare steak and then brings one well done?

And how about something for that nice TV repairman who doesn't make house calls?

Or that temperamental house painter you hired who paints only when he gets the inspiration?

The truth is, our society is being bugged unmercifully by lousy service. And Avis has decided it's about time something was done about it.

Here's our plan:

With every shiny new Plymouth you rent from us you'll get a set of bug stickers like the one on the left.

Of course, if anything bugs you at Avis, sock it to us. We'll knock ourselves out to make things right.

(If we're going to take the No. 1 spot in rent a cars, we can't have any bugs in our system.)

But be sure to keep the stickers when you leave the car. And use them wherever you think they'll do the most good.

If they work for Avis, why not the whole country?





## BELLWETHER COUNTIES

# HOW POLITICAL WINDS ARE BLOWING

If the current mood of voters in the five weathervane counties of the United States holds up until election day Richard Nixon will likely win.

But a random sampling of voter thinking in these key counties by NATION'S BUSINESS editors indicates the Republican presidential nominee's margin of victory could be thin. "He's the lesser of the evils" is the way a number of voters expressed it.

The five counties which have consistently voted with the victorious Presidential candidate are Crook County in Oregon, Palo Alto in Iowa, Laramie in Wyoming and Coos and Strafford in New Hampshire.

One fact surfaces from talks with scores of businessmen, farmers, clerks, auto mechanics, housewives, persons in practically all walks of life—there is little genuine voter enthusiasm for either Nixon or Democratic standard bearer Hubert Humphrey.

But there's a yearning for change. People seem discontented with the present order of things. The war in Viet Nam gnaws. Racial turmoil—law and order in general—dis-



*Democratic independent John Voudoukis voted for Eugene McCarthy in his state primary, still rejects Hubert Humphrey.*

*Cecil Johnson (left) and Mr. and Mrs. Jim Collins have all felt the impact of the Viet Nam war. Cecil lost a son there, Jim a brother.*





*Farmer-senator Jack Kibbie is sure that by the time election day rolls around, folks will be on side of Hubert H. Humphrey.*

turbs many of these people. They are shaken by the events in Chicago during the Democratic convention. They are bewildered over the multitudinous problems facing the country both at home and abroad.

From the high pine country of Oregon to the gently rolling hills of southern New Hampshire there is evidence that voter disenchantment with the Johnson Administration is hurting the election chances of Vice President Humphrey.

In Strafford County, New Hampshire, Ford salesman Louis Carabelas who lives in Rochester says, "I'm a Democrat for Nixon. Hubert Humphrey is just more of Lyndon Johnson. I'm afraid that Johnson would still be behind Humphrey."

Even dedicated Nixon supporters, however, seem afraid that the Republican campaigner is still "the same old Nixon," who lost the Presidency in 1960.

Except for Laramie County in

PHOTO: TED RUTZMALSKI-BLACK STAR

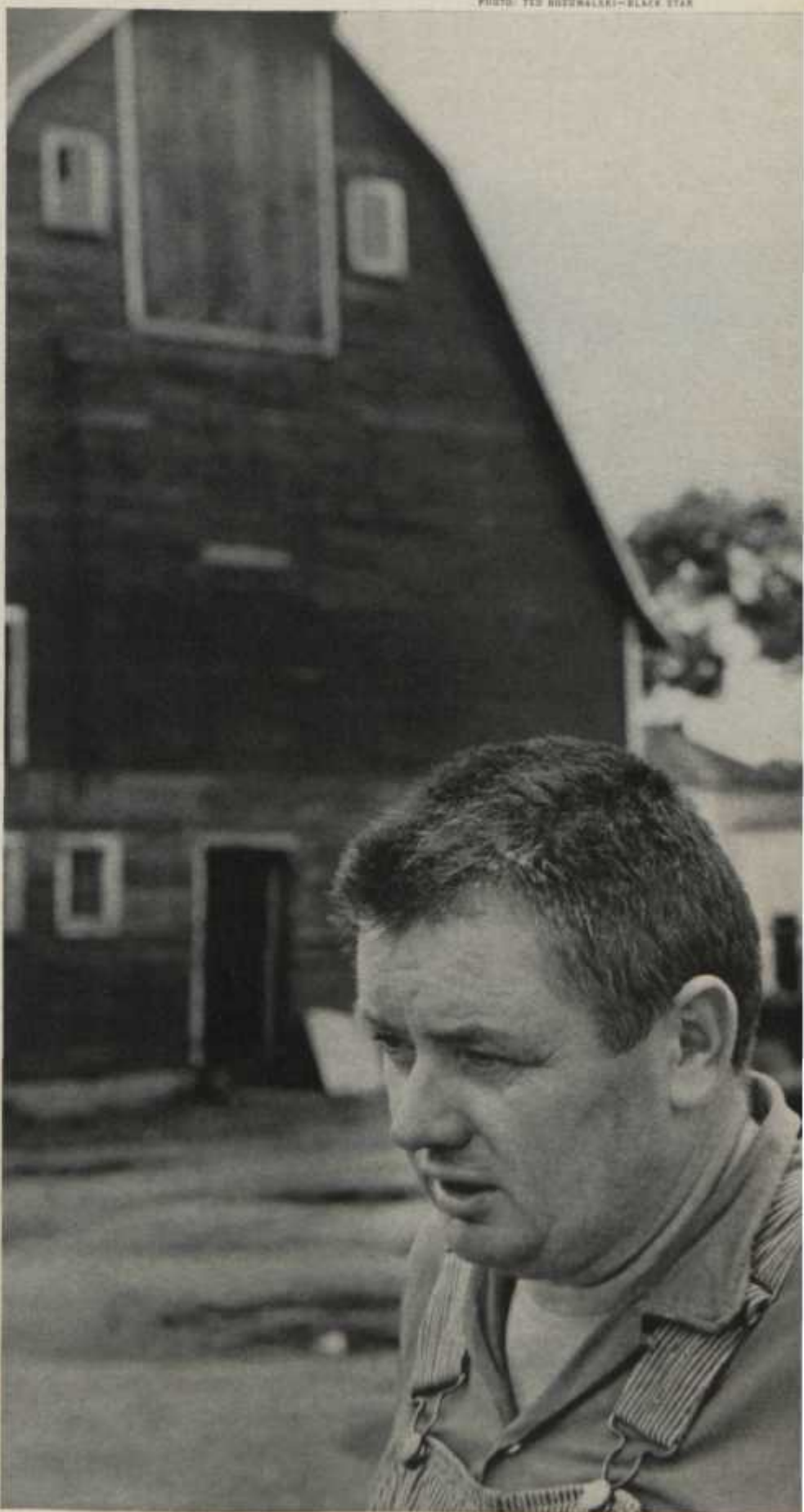






PHOTO: DAVID FALCONER—BLACK STAR

*Dan Severance, whose father owns a 45,000-acre ranch in Paulina, Ore., says Viet Nam war's a "shame," and thinks Nixon will end it.*

## HOW POLITICAL WINDS ARE BLOWING *continued*

Wyoming, where the independent spirit of the Old West still is manifest, the name George Wallace seldom comes up in conversation. In Laramie, however, there is strong sentiment for the peppery former Alabama governor, who is running as a third party candidate.

The NATION'S BUSINESS survey was admittedly an unscientific sampling. But the sentiment in these bellwether counties may indicate how the political wind is blowing.

No single issue, in the minds of voters, is so overwhelming as the American involvement in Viet Nam. One can sense that on November 5 the ultimate decision made by the individual voter before he casts his ballot will be swayed by which candidate he thinks is best qualified to end the war.

It is significant that when men and women in these five counties express their concern over the wave of violence which has swept across America virtually none has been directly exposed to it. Each of these counties is miles removed from big

city ghettos seared by racial upheaval and none contributes in any marked degree to the soaring statistics of criminality abroad in the land.

Vernon Hawes, who used to arrange fishing and hunting excursions for a living in New Hampshire's placid Coos County, put it this way, "Backwoods people like me can't understand these goddamn city riots."

Like voters everywhere the people in the NATION'S BUSINESS survey are apt to react at the polls to the everyday problems which shape their lives and their outlook. In Palo Alto County, for example, where the Iowa corn is tall and green, the farmer seems much more interested at this point several weeks from election in what his product will bring at the marketplace than in politics.

### **Not happy with Viet Nam**

There's a general view that candidates Nixon and Humphrey offer little choice in their approach to

ending the conflict. This makes it difficult for the voter who wants to support the man best able to get us out of Viet Nam.

Otto Oleson, 53-year-old steam turbine operator who lives in Gorham, Coos County, New Hampshire, was a delegate to the Democratic convention in Chicago. Four years ago he enthusiastically supported the candidacy of Vice President Humphrey. Not any more. In his opinion, Mr. Humphrey has inextricably embraced the Johnson war policy which he regards as "a national disaster and a national disgrace."

None can speak more poignantly than Cecil Johnson, a carpenter in the small community of Paulina in Oregon's Crook County, who calls himself "a Democrat first, last and always." But he thunders that "They've got to end that war pretty quick." He lost a son in Viet Nam.

In a similar survey of the five bellwether counties last year NATION'S BUSINESS talked with Winston Badger, a linotype operator for one



of the county newspapers. At the time he advocated escalating the war. Since then his young brother's name had been added to the list of war dead.

Mr. Badger has not changed his view. He's still for escalation, "now more so than before." Because he doubts either candidate will take a forceful enough stance on Viet Nam he says he may not vote. He would support Hubert Humphrey only out of party loyalty.

Hard against the Canadian border in Coos County, Thomas Doorman of Pittsburg feels the war edging closer to home. He explains, "I've got some grandchildren getting pretty close to draft age." Mr. Doorman, a contractor, voted for the late Sen. Robert Kennedy in the New Hampshire primary. In November he intends to vote for Mr. Nixon of whom he says, "He's about the only man we've got left who's qualified to end the war."

Print shop foreman Harold McCaffrey of Lancaster disagrees. Although he deplores what he regards as an indecisive and needlessly limited military effort in Viet Nam he sees in Mr. Humphrey's convention acceptance speech a pledge to change this country's war policies. In his words:

"This Humphrey is going to be an aggressive, vigorous leader. He won't leave things in Viet Nam the way they've been for the past four years—fooling around and fooling around. I think he'll be tougher than hell over there or he'll get us out."

Mr. McCaffrey will vote for Hubert Humphrey. But he doesn't believe he can win the election.

Most of the votes in Coos County are concentrated in Berlin, a mill town on the Androscoggin River. Brud Warren, Republican editor of the weekly *Berlin Reporter*, thinks the county will vote Nixon into office. "I've started to run into some of the rock-ribbed Democrats who figure that Humphrey is a carbon copy of what's in the White House right now," he points out.

Editor Warren says these Democrats are rather unanimous in their views on the war. "They're convinced we're getting nowhere with the present leadership so let's try somebody else."

#### "The movie stinks"

John Voudoukis, a self-proclaimed independent who has supported candidates of both parties in the past, owns the Princess Theater in Berlin. He says he cast his primary vote for Sen. Eugene McCarthy as

a protest against a "no win" policy in Asia and a wrong war in the wrong place. Mr. Voudoukis, who still speaks with a Greek accent after 50 years in this country, isn't prepared to announce for Mr. Nixon at this time but says firmly, "I tell you in plain English that I'm not going to vote for Humphrey."

Mr. Voudoukis likens the present Administration and party leadership to Hollywood film moguls who spend millions shooting a film and more promoting it. "You ask the man in the street how's the picture and he'll tell you it stinks."

What this means, he explains, is the government has lost touch with the people who lack faith in a President who campaigned as a dove in 1964 and then plunged the country deeper into war.

Hubert Humphrey, the theater owner points out, is too closely tied to the Administration to break loose. "If he tries it at the last minute, nobody will believe him."

Palo Alto County, in Iowa's lush farm country, has voted on the winning side in every Presidential election since 1896 when William McKinley beat William Jennings Bryan by 56 votes. Today it has fewer and fewer young people as more and more of them leave for the cities. It has been losing population since 1950.

Gazing out across his 600 acres of rich farm land State Senator Jack Kibbie told a *NATION'S BUSINESS* editor he agrees Mr. Humphrey got off to a slow start but should pull ahead as debate on the issues heats up. A delegate to the Democratic convention, Senator Kibbie says:

"The Vice President is going to have to establish his own image if he's going to win. But I think he'll do this. I think he would have helped himself if he had adopted the minority report on Viet Nam but he didn't."

A combination of factors is swaying voters toward Mr. Nixon, in the opinion of Joe Hanson, former Palo Alto County Republican chairman. Mr. Hanson notes:

"A lot of people are beginning to feel that he's really the best qualified for the job. Then there's Viet Nam. People want to get out of there, but with honor. They don't feel the Democrats have the answer."

#### LBJ's errand boy

Like many others Mr. Hanson feels Mr. Humphrey is tied too closely to President Johnson. "Some folks feel he's just an errand boy for LBJ."

In her office at the Palo Alto County Abstract Co. Carol Conlon told an interviewer she could not make up her mind about the elections. She offered this comment:

"I think Mr. Humphrey is a good man and would make a good President. I'm not really against President Johnson. I just don't like the war in Viet Nam and I don't like the way they are running it. It's like a football game where they say you can't score."

Cowboys and lumbermen are a familiar sight in Crook County, Oregon. These people like to call the shots as they see them. They are not happy with the course of the war.

Along the road to Paulina lies the lush 45,000 acre Severance Ranch run by Ned "Dad" Severance and his 25-year-old son, Dan. Bronzed, lean and rugged, Dan Severance interrupted a cattle drive on their twin butte spread to talk politics and declare the Severance family's backing of Richard Nixon.

Sitting brace-backed on his pony, young Severance called the war "a pretty crying shame" and predicted that Mr. Nixon "will put a stop to it one way or the other."

In the Severance family the war is also close to home. Another son has just returned from Viet Nam where he said "the guys don't know their friends from their enemies."

Jim Collins, a ranch hand who lost a brother in Viet Nam, was undecided about his November vote but he was certain it wouldn't be for Mr. Nixon.

"Nixon's a three-time loser and still a loser," Mr. Collins said flatly. "I wouldn't vote for Nixon no-how. I was a [Robert] Kennedy man and they had to go and kill him."

His wife, Leona, is four-square for Hubert Humphrey. As far as the war is concerned she feels, "I'd rather stop them [the Communists] there than to have to do it over here." These are plain folks with plain answers on a sun-drenched day hundreds of miles away from war and riots and politics.

#### Anarchy in the streets

Over in Prineville, Ore., banker-druggist M. V. Woodward is decidedly pro-Nixon and has no hesitancy in castigating the Democrats' handling of the war and for allowing "criminal anarchy in our streets." He has a son in the Marines.

Chomping on a cigar Mr. Woodward, short, stocky and outspoken, advocates that the Administration "use any and every means to defend our boys over there. They



## HOW POLITICAL WINDS ARE BLOWING

continued



Thyra Thomson foresees a Nixon win, but notes, "I've always found Democrats great at closing ranks before election day rolls around."

haven't and it isn't just a matter of my boy having a fair chance at the enemy."

He was equally forceful in denouncing what he thinks is the reluctance of the Administration and the Supreme Court to crack down on criminal and civil anarchy by what he calls a "privileged minority."

"If our government or police or our militia cannot take care of us, we may have to do it ourselves," Mr. Woodward asserted, opening a drawer and displaying a loaded Beretta.

The violence that broke out in Chicago between the police and peaceniks during the Democratic convention was not lost on Mr. Woodward. Chicago Mayor Richard J. Daley was clearly his kind of man. He said:

"Daley has been given hell for what he did in Chicago. But you notice there weren't any assassinations."

Under Richard Nixon, he believes, a firm hand at the helm will do something constructive about the war and end rampant civil disobedience on the streets.

Ron Bessonette, editor of the county newspaper, the *Central Oregonian*, talks politics with local townspeople at every opportunity. It was his opinion that Mr. Nixon was "way out in front" and that a majority of voters are fed up with indecision on the part of the Johnson-Humphrey Administration.

"Take the war for example. This county is paying an intensively personal price over there. Every time we have a casualty it's someone's brother or last year's fullback on the local high school team. Mostly, people would like to have a decision, any decision, on what we intend to do in Viet Nam."

A continent away, in Strafford County, New Hampshire, the war looms large in conversation. In this largely agricultural area—dotted with occasional light industry—the people don't conceal their patriotism. The American flag is prominently displayed in front of stores, homes, schools. There seems to be a preponderance of older people. It appears to be a Nixon stronghold.

Listen to Norman Champagne, circulation manager for Foster's *Daily Democrat* in Dover:

"I'm swinging toward Nixon because if you can't run a convention you can't run a country. I'm disgusted with the Democrats. George



James Lothrop, owner of a Dover, N. H., furniture store, liked Rocky but says he'll settle for Mr. Nixon.

Wallace, he just says things people want to hear. Humphrey can't stay with Daley and Johnson. What are the issues? Viet Nam, the war on poverty—nobody likes the way that's been handled—and riots."

In the small community of Somersworth, at the Maine border, Max H. Wesselhoeft is a salesman for the Emerson Chevrolet Co. and a Nixon supporter. He wants a change and he thinks the county will shift back into the G.O.P. column.

"I'm for Nixon," he says. "We have got to have a change. I was for Goldwater and I'm not ashamed of it. I'd rather have Johnson than Humphrey because we don't know what Humphrey would do about Viet Nam."

Mr. Wesselhoeft has his doubts about George Wallace, but he believes Mr. Nixon could find a place for him in his Administration if elected. "I don't think George Wallace is as bad as television and the newspapers make him out."

Another salesman at the Chevrolet agency, Donald A. Young, calls himself an independent "leaning toward Nixon."

"Humphrey talks in circles, he's way out," Mr. Young asserts. "The



little  
things  
add up...



**saving over a  
penny per copy  
makes a lot of cents.**  
**Apeco® Super-Stat Ultra  
copymaker**

Arnold Palmer knows that little things add up fast in golf . . . and, even faster in copymaking. A new Apeco Super-Stat Ultra that can save you over a penny per copy makes a lot of cents for your business, anywhere from hundreds to thousands of dollars per year depending upon your copy requirements. This is certainly reason enough to make a call to your local Apeco representative well worthwhile.



*Arnold Palmer Stroke Saver:* Little things add up. Next time out, when you grip the club, increase the pressure of the last three fingers of your left hand and choke up just a little. It may make a big difference.

*A complete set of Arnold Palmer Golf Instruction booklets are yours as a gift when you see an Apeco Super-Stat Ultra demonstration.*

*Sales and service facilities throughout the world.*







PHOTO: BRUCE MCALISTER—BLACK STAR

Wyoming's Chris Esmay, the first runner-up for Mrs. America, cheers for Mr. Nixon, but doesn't think he will win.

issue with him is that you don't know what he's talking about. [The *Pueblo*, for instance. The *USS Pueblo* seized by the North Koreans.] Nixon would have gotten that ship back. And I think Nixon would do a far better job on Viet Nam than Hubert Humphrey."

Though the ugly stamp of violence has not been imprinted anywhere in these five bellwether counties the specter of its presence on the American scene is felt strongly. With these upheavals in our society ladled out vividly on the family television screen and daily newspapers, they are bound to mold voter opinion.

In her office at the Prineville Credit Bureau in Crook County, Oregon, Mrs. Roy Davenport sits behind a cluttered desk. She is known as "Mrs. Democrat," but says: "People simply are worried over riots everywhere."

Editor Ron Bessonette shares her view. Crook County, he reports, is restless and embittered over burgeoning civil disobedience and the welter of Supreme Court decisions which many are convinced coddle the criminal.

"We haven't been hurt much by

these issues yet," he says, "but we know it won't be long if something isn't done."

Francis Hughes, the veteran county auditor in Palo Alto, Iowa, doesn't believe that the Chicago imbroglio will hurt Mr. Humphrey's chances at the polls. But he concedes, "I do think it's about time we had a little law and order."

Assessing the political mood in his area, Mr. Hughes says, "I think the Democrats are in trouble, sure. But I think Humphrey will win. A lot of Democrats would have liked to have someone else. But so would a lot of Republicans."

In upper New Hampshire's Coos County Joseph L. Daley is a disgruntled Democrat. He is a millwright for the Brown Co., paper manufacturers. Mr. Daley is less moved by the war in Viet Nam than a general yearning for change. Now 62 he is looking ahead to retirement and possible health problems, cites social security and medicare as examples of Democratic concern for the workingman.

But for the first time in his life Mr. Daley plans to vote Republican. In his opinion the multiplicity of government programs involves too

Editor Tom Kelly senses mood in Palo Alto County of people "fed up," of wanting a change from what they have in leadership and believes this helps Nixon.

PHOTO: TED RUTZOWSKI—BLACK STAR







*Wyoming Governor Hathaway rubs his hands over primaries showing Democratic vote down sharply.*

PHOTOS: BRUCE MCALLISTER—BLACK STAR



*Housewife Alice Pickering, who helps out at Laramie's GOP headquarters, sees an "anti-Administration trend."*



PHOTO: IAN RABIAN—BLACK STAR

*Otto Oleson was McCarthy delegate to Chicago, agonizes over whether to work for party choice.*



## HOW POLITICAL WINDS ARE BLOWING *continued*

much red tape and bureaucracy for the good they accomplish.

A friend of his, Wendell Young, superintendent of steam at the Brown Co., also seeks changes, explaining, "We need a change over-all. We need a new Administration."

Up north a few miles, in Colebrook, Probate Judge Frederick John Harrigan is a seeker of change, too. Pointing to the political influence of federal poverty and other programs that are dispensing millions of taxpayer dollars, he asks, "Who the hell is going to shoot Santa Claus?"

### A Nixon ground swell

In her State Capitol office Wyoming Secretary of State Thyra Thomson is effusive over the ground swell of enthusiasm for Republicans. She explains:

"I find the man in the street in this county generally wants to vote whoever is in out. I have had so many Democrats tell me they are not going to vote Democrat this time. The word they usually use is 'disgusted.'"

Laramie County headquarters of both Republicans and Democrats are in empty shops in downtown Cheyenne. There are many empty store sites today in the middle of this old railroading hub of the West.

Mrs. William G. Pickering, a pert blond helper at the G.O.P. headquarters said, there seemed to be more people stopping by for buttons and pamphlets in the 1966 campaign than this one. But she expects a big surge of interest in late October.

Mrs. Pickering is confident Mr. Nixon will topple Mr. Humphrey in Laramie County because "everyone in general thinks it's time for a change."

The political pundits would have to count Palo Alto County in Iowa for Mr. Nixon—at least in the early days of the campaign. This is mainly because the mood among the eligible voters in the 15,000 population county is for a change.

"People really feel some sort of change is needed," comments Homer Hite, owner of a farm implement store and president of the school board.

"It's a feeling of just being 'fed up' with the way things are," observes Tom Kelly, general manager of the county seat newspaper, the *Emmetsburg Democrat and Reporter*. "It looks like Nixon will take the county."



Mr. Bauman, 31, thinks good news from Paris talks would give Mr. Humphrey more strength in his next phone-in poll.

Ed Norland, cashier at the Iowa Trust and Savings Bank, agrees that people are in the mood for a change. He says:

"I think a lot of people around here look at Humphrey as being just too glib. He's got a bad image. And I don't think the way things went at the Democratic convention helped his chances. But they're looking for a change, a better break for the farmers."

Enthusiasm for Richard Nixon, in the bellwether counties visited by *NATION'S BUSINESS*, seems most pronounced in the upstate New Hampshire county of Coos.

### A G.O.P. year

Soundings taken over the entire county, from wooded hillsides broken by high meadows to the smoky mill town of Berlin strongly point to a G.O.P. victory this year. Republicans, Humphrey Democrats and McCarthy Democrats, regardless of personal preference, agree to a surprising extent that Mr. Nixon will take the county. The verdict, to be sure, is not unanimous. But it's significant that many who feel Mr. Humphrey will carry Coos still believe that the nation will go Republican.

While the main issue here is the war, one hears frequent charges that the federal war on poverty has degenerated into a purely political operation, which helps sharpen the impression of widespread mismanagement in Washington.

In the drab mill town of Grove-

ton, insurance man and active Democrat George Langley sees a close race in Coos but notes, "If I were going to bet, I'd bet on Nixon."

He said he'll vote for Mr. Humphrey out of party loyalty and the belief that the Democrats are not totally responsible for, nor can the Republicans cure, "our troubled times." His forecast is shared by Robert Styles, Groveton druggist and assistant town chairman for the Democrats, "The way things are going now, Nixon would take the county." However, he feels that a give-'em-hell Truman-style campaign would give Mr. Humphrey a chance.

They and several others, regardless of party, regard the selection of Maine Senator Edmund Muskie as offering great strength to the ticket in New England.

In fact, Rene Bergeron, a Democrat and 10-year member of the Coos County Commissioners, expects Sen. Muskie to bring enough strength to the Humphrey ticket to carry the bellwether county. However, he is also one of those observers expecting a Nixon victory nationally: "It's a Republican year."

Berlin attorney Arnold Hanson regards himself as the most liberal Republican in the state and has long favored getting out of Viet Nam. He refused to support Barry Goldwater four years ago, and this year would have preferred Nelson Rockefeller, Mayor John Lindsay or Senator Charles Percy as G.O.P. standard bearer.

But Mr. Hanson solidly backs the





# Executone Intercom. Tracer of Missing Persons.

One of the nicest things about Executone Intercom is you can find all of the people all of the time.

If Charlie's not at his desk, his secretary can reach him quickly and directly. Without wasting the time of other employees. Or the time of the important customer who is waiting on the phone.

Executone intercom frees telephone lines for outside calls. It unjams your switchboard. It cuts out a lot of the dashing around that goes on in companies that don't have a good system for handling inside calls.

If you could get all these intercom advantages and cover most of the cost with your savings on phone bills, our Executone man would really have something worth talking about. He does.

Executone, Inc., Dept. X-1  
Austell Place, Long Island City, New York 11101

☐ Have your representative phone for an appointment.

☐ Please send me free portfolio,  
"The Benefits of Intercom and Sound Systems."

Name \_\_\_\_\_

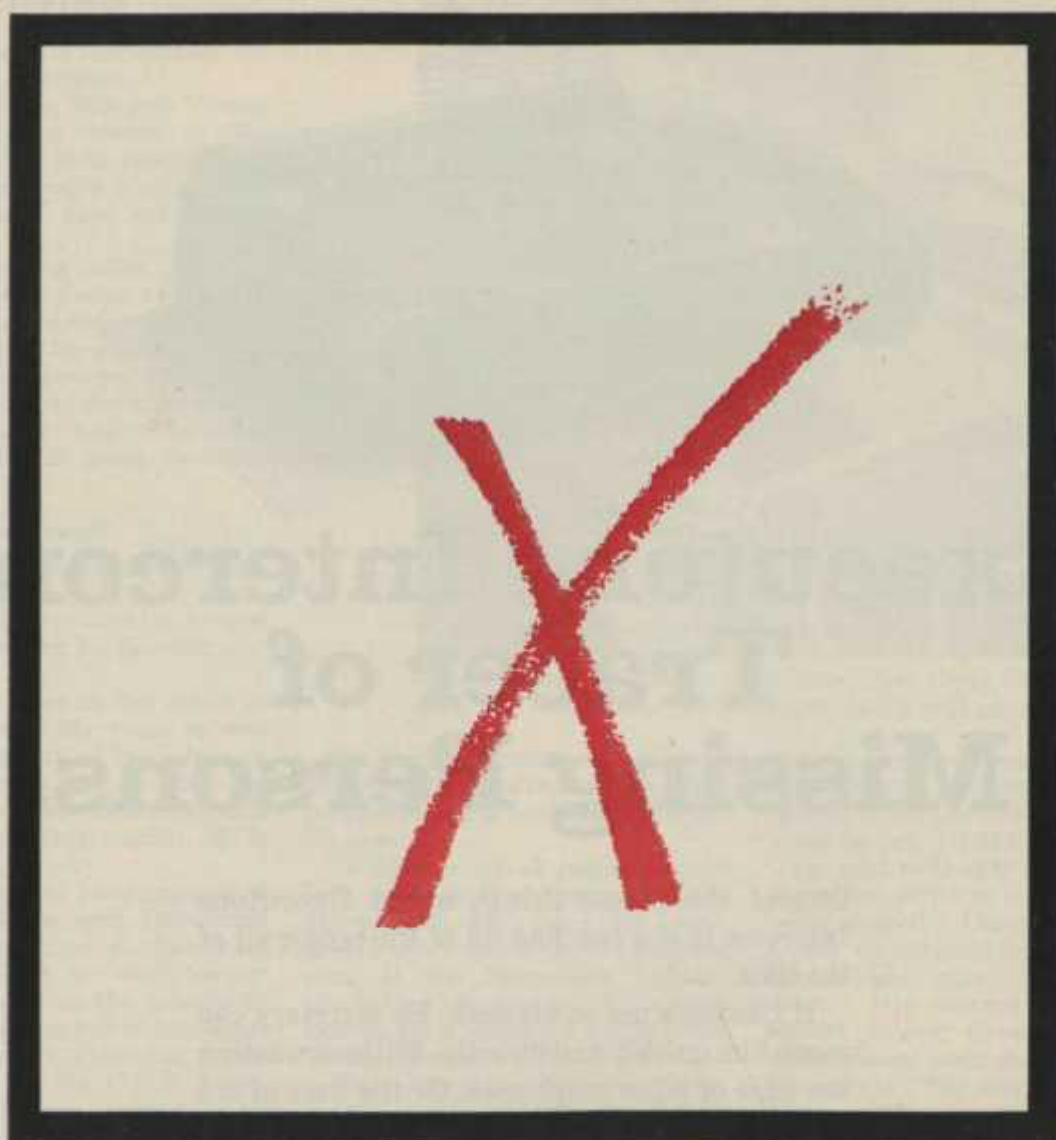
Company \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

In Canada: 331 Bartlett Avenue, Toronto.





RESPONSIBLE MEN  
MADE AMERICA;  
RESPONSIBLE MEN  
WILL MAKE  
AMERICA'S FUTURE



It is your responsibility to preserve freedom  
in America.

Vote.

Elect to public office those candidates who  
believe in the principles of freedom.

Elect those who have the character, ability  
and determination to keep the principles of  
freedom alive in this country.

Make sure that those who are promising  
something for nothing—and who encourage  
inflation and more government control—are  
not elected.

You have a responsibility. Fulfill it.

CHAMBER OF COMMERCE OF THE UNITED STATES  
WASHINGTON, D.C. 20006



candidacy of Mr. Nixon and sees united party strength behind him.

In the southern part of the state, in Strafford County, Bill Hartford, manager of a Main Street restaurant in Rochester, said:

"I wear a Nixon button in my restaurant every day. I could hurt my business with the Humphrey people, but I'll have to take that chance."

James Lothrop, owner of a Dover furniture store, comments, "Not Humphrey, please. He's an old-style politician. His welfare ideas are worn out. He strikes me as being a little insincere. I liked Rockefeller, but I'll settle for Nixon."

Clyde R. Coolidge, 29-year-old lawyer, is mayor of Somersworth. He's the first Republican mayor in 64 years. And in a town where the Democrats outnumber the Republicans six to one. In his own election he sees things changing in Strafford County.

"The Democrats are split three or four ways. Also, the Republicans have the young people. Then, people want a change from the Democrats and this is true of the county and I think of the whole country. This is going to be a big Republican year."

## May go to the House

If the nation votes in November the way Laramie County, Wyoming, appears headed the next President will have to be decided by Congress. Mr. Nixon appears to be the front-runner but his margin of victory over Mr. Humphrey could be much narrower than the number of votes George Wallace may pick up.

This forecast is supported by a special poll conducted for NATION'S BUSINESS by Tom Bauman, commentator for Cheyenne radio station KRAE. On his program "What Do You Think?" Mr. Bauman asked Laramie County listeners to phone in and tell whom they planned to vote for and why.

The results showed 20 callers supporting Mr. Nixon, 16 backing Mr. Humphrey and 14 favoring Mr. Wallace. Few callers expressed much real fervor for either Mr. Nixon or Mr. Humphrey. The Wallace supporters, however, were effusive in their praise of their choice. They especially liked his position on individual rights, federal power and Viet Nam.

The relatively strong Wallace support in this county surprises many local Democratic and Republican politicians. Wallace has no formal

political machine in Laramie, no county headquarters, no one giving out bumper stickers. The Wallace message appears to be coming on principally by way of his paid television programs which reach Laramie residents through a Denver station some 110 miles away.

The state's top Republican, cigar-puffing Gov. Stanley K. Hathaway, predicts that Mr. Nixon will win but not overwhelmingly in Laramie County.

In his ornate office in the gold-domed state Capitol, the governor told a NATION'S BUSINESS editor that Laramie should be considered basically Democratic because more people register under that party's banner. But Gov. Hathaway smiles at the results of the Aug. 20 primaries in which more Republicans voted than had in the previous primary, while Democratic vote was down sharply. In his opinion, the main support for former Gov. Wallace in Laramie is from rank-and-file union members.

"The issues that are going to determine the way most people vote here are law and order, Viet Nam and government integrity," he says.

Up the street from the Capitol, soft-spoken, gray-haired Bob Moeller, a real estate and insurance man, insists that despite the polls by the time election day rolls around George Wallace's support in Laramie will have evaporated.

Jack F. Mueller, Wyoming's Young Republican delegate to the Miami Beach convention, recalls that Mr. Nixon came within 500 votes of carrying Laramie in 1960.

"I think he has a much better chance this time," he says. "That Democratic convention was too much for many staunch Democrats who have told me, 'Boy, we're voting with you this time.'"

Around the block, Larry Schieck, the Democratic county chairman, confidently predicts a Humphrey victory, shrugging off Republican jubilation over the primaries.

"Our people never do vote much in the primaries," he claims. "They're reluctant to declare their politics."

Walter C. Urbigkit, Jr., 40, is regarded as a Democratic power in county political circles. He says:

"I can just walk down 16th street here and get a feel for how Laramie County will vote. My walks are telling me that with a good campaign and a modest amount of luck Humphrey will win Laramie County."



HYSTER  
RENTAL  
SYSTEM

Rent it new.  
Rent it now.  
Rent Hyster.

Available from Hyster dealers in these cities.

Akron, Ohio (216) 724-9316  
Albany, New York (512) 436-3155  
Albuquerque, New Mexico (505) TR-0550  
Allentown, Pennsylvania (Wescosville)  
(215) 395-2863  
Atlanta, Georgia (404) 361-5300  
Augusta, Georgia (404) 722-2768  
Baltimore, Maryland (301) 682-3300  
Bangor, Maine (207) 942-4838  
Binghamton, New York (Vestal) (607) RA3-9121  
Birmingham, Alabama (205) 395-2194  
Boise, Idaho (208) 344-3944  
Boston, Massachusetts (Cambridge) (617) EL4-3331  
Buffalo, New York (716) 634-5800  
Charleston, South Carolina (803) 723-4874  
Charleston, West Virginia (304) 342-0136  
Charlotte, North Carolina (704) 588-1300  
Chattanooga, Tennessee (615) 892-3810  
Chicago, Illinois (Bellwood) (312) L14-0700  
Cincinnati, Ohio (513) 681-2200  
Clayton, New Jersey (609) 881-1393  
Cleveland, Ohio (216) LA4-4141  
Columbus, Ohio (614) 443-4688  
Concord, New Hampshire (603) 224-4065  
Dallas, Texas (214) R11-3351  
Dayton, Ohio (513) 278-4804  
Denver, Colorado (303) 433-6413  
Des Moines, Iowa (515) AT8-0123  
Detroit, Michigan (Madison Heights)  
(313) 566-2650  
Elkhart, Indiana (219) JA3-5644  
El Paso, Texas (915) 532-3213  
Erie, Pennsylvania (814) 452-6781  
Eureka, California (707) 443-3015  
Evansville, Indiana (812) 423-7771  
Fayetteville, North Carolina (919) 483-9025  
Fort Wayne, Indiana (219) 745-2765  
Fresno, California (209) AD7-9113  
Girard, Ohio (216) 545-4331  
Gnadenhuetten, Ohio (614) 254-4395  
Grand Rapids, Michigan (616) LE4-4927  
Greensboro, North Carolina (919) 275-4526  
Greenville, South Carolina (803) 239-9687  
Honolulu, Hawaii 583-689  
Houston, Texas (713) CA5-5341  
Idaho Falls, Idaho (208) JA3-0822  
Indianapolis, Indiana (317) 244-3333  
Jackson, Mississippi (601) FL4-3516  
Jacksonville, Florida (904) EL4-4681  
Kansas City, Missouri (816) V12-5457  
Kaukauna, Wisconsin (414) 766-5521  
Lansing, Illinois (312) 568-2240  
Lexington, Kentucky (606) 252-0386  
Lima, Ohio (419) 225-3015  
Little Rock, Arkansas (501) 945-4568  
Los Angeles, California (213) RA3-6255  
Louisville, Kentucky (502) 778-1671  
Lubbock, Texas (806) SH7-2788  
Marion, Ohio (614) 382-8110  
Medford, Oregon (503) 779-3444  
Memphis, Tennessee (901) 396-5595  
Miami, Florida (305) PL9-6644  
Milwaukee, Wisconsin (Brookfield)  
(414) 781-4545  
Minneapolis, Minnesota (612) 729-8361  
Mobile, Alabama (205) 471-1501  
Moline, Illinois (309) 762-0415  
Nashville, Tennessee (615) 255-0449  
Newark, New Jersey (Harrison Heights)  
(201) AT8-1441  
Newington, Connecticut (203) MO6-5431  
New Orleans, Louisiana (504) 524-8601  
New York City, New York (Maspeth)  
(212) IL7-2666  
Norfolk, Virginia (703) 627-2548  
Oklahoma City, Oklahoma (405) 235-3449  
Omaha, Nebraska (402) 331-7300  
Orlando, Florida (305) 241-3607  
Peoria, Illinois (309) 685-4024  
Philadelphia, Pennsylvania (215) CA4-4600  
Phoenix, Arizona (602) AL8-7151  
Pittsburgh, Pennsylvania (412) 892-2666  
Plainview, New York (516) WE5-8660  
Portland, Oregon (503) BE4-6471  
Richmond, Virginia (703) 232-7816  
Riverside, California (714) 684-2261  
Roanoke, Virginia (703) 342-2966  
Rochester, New York (716) 325-6410  
Rockford, Illinois (815) 964-3249  
Sacramento, California (916) IV3-5528  
Saginaw, Michigan (517) 752-8121  
Salt Lake City, Utah (801) DA2-5631  
San Diego, California (714) 278-9100  
San Francisco, California (415) PO1-1600  
San Jose, California (408) 297-8760  
Schenectady, New York (518) 355-9700  
Seattle, Washington (206) RO3-0250  
Seattle, Washington (For Alaska) (206) BA6-6400  
Shreveport, Louisiana (318) 424-5329  
Spokane, Washington (509) KE4-0678  
St. Louis, Missouri (Maryland Heights)  
(314) L12-1855  
Syracuse, New York (315) HO3-9511  
Tampa, Florida (813) 626-4153  
Toledo, Ohio (419) 479-2223  
Trenton, New Jersey (609) 695-6159  
Tucson, Arizona (602) MA4-3335  
Tulsa, Oklahoma (918) LU5-5702  
Waco, Texas (817) SW9-6001  
Walden, New York (914) 774-0501  
Westbrook, Maine (207) 854-8411  
Williamsport, Pennsylvania (717) 287-6480  
Williamsport, Pennsylvania (717) 494-1500  
Yakima, Washington (509) CH8-5636  
York, Pennsylvania (717) 845-1631



# Rent it new. Rent it now. Rent Hyster.<sup>®</sup>



N  
↑  
W ← → E  
↓  
S

**HYSTER<sup>®</sup>  
RENTAL  
SYSTEM**

When you rent Hyster lift trucks you get the latest high production models—not has-beens from some rundown rental fleet. Rent one or a dozen. For any period, from one day to five years. Any model—2,000 to 62,000 lbs. capacity. Low rates. Immediate availability. Maintenance geared to your requirements. Check rental vs. ownership costs with any of the Hyster dealers listed here. They'll be glad to prepare a detailed comparison based on your operation, your needs. No obligation. Call today—or write for full information.

## **HYSTER COMPANY**

HYSTER RENTAL SYSTEM • P. O. BOX 4 • PLAINVIEW, NEW YORK 11803







# LESSONS OF LEADERSHIP • PART XLI

## MAKING A WORLD-WIDE REPUTATION

Donald P. Kircher, president of The Singer Co., commands a giant corporation whose name stands for excellence all over the globe

There are tens of thousands of villages in a hundred countries of this troubled old world where the most famous and appreciated American business names are "Coca-Cola" and "Singer." This is because the products of these two giants go directly to the multitude.

The man who helped make The Singer Co. a world-wide name—and who led the Singer comeback in the 1950's after Japanese sewing machines threatened to sweep the market—is Donald P. Kircher.

Mr. Kircher sits behind the president's desk at Singer in Rockefeller Plaza, New York City, and handles the flood of problems and questions with the same calm assurance he showed during the Second World

War as a much decorated, twice wounded tank company commander under Gen. George Patton.

Mr. Kircher is unflappable. He looks you straight in the eye. He pauses after a question, then he deals out his answer without hesitation, without stumbling around and with none of the cheapening phrases, "Don't quote me . . ." or "Don't say I said so, but . . ."

He's ruddy of face, trim as a jockey and his shoulders ride to the back the way Patton used to tell him to brace them. He's a semi-athlete—a tennis player, swimmer and horseman.

But it's obvious that the thing he likes to ride best is that Singer desk. He has ridden it exceptionally well.

When he first came to Singer, the company had a narrow, sewing machine base. He has led it into the ranks of the major diversified companies. He revels in diversification and mergers and technology. The latest acquisition Singer wrapped itself around was General Precision Equipment Corp.

There may be other mergers coming up. That's one thing Donald P. Kircher is not talking about.

But he does say a lot of other things here in this interview with a NATION'S BUSINESS editor.

**Mr. Kircher, what were some of your boyhood aspirations? What did you want to be?**

From the time I was conscious of



having any ambitions, I wanted to study law so I am one of those men who became, for a time at least, what he set out to be.

**What are your recollections of the Depression?**

I went to college at the University of Minnesota in 1932, which was right at the depth of the Depression. Later I took my law degree from Columbia. My recollections of the Depression are of my father and

me having some difficulty in finding money for college and law school. My father was an engineer who had studied at the University of Minnesota. He had his own engineering and construction firm, and, of course, during the Depression there weren't many jobs around.

I was the oldest of nine children, and I remember my father telling me he ran our entire household—nine kids—on \$5,000 a year. All those kids were put through college

on that money. It's rather different than my son has it today.

In those days kids were expected to have a career picked out. The idea of having an aim was more explicit than it is today.

**As a young attorney in New York you worked on corporate reorganization.**

Yes, for my law firm on the reorganization of McKesson & Robbins. That case had broken just before I joined the firm in 1939. I worked almost full-time on that until nearly the time when the war came. At that time there were a great many of what were called Chapter X reorganizations. These were legal efforts to reorganize and re-establish and recapitalize companies that had got into very serious trouble during the Depression.

For example, almost every railroad in the country was reorganized at that time.

In the case of McKesson & Robbins, Inc., the company's difficulties came from the fact that the president, a man named Musica, had masqueraded under the name of Coster and he was a fraud and a crook. The company, nevertheless, was sound in its business and structure, and the project there was to continue the operations of the company, to have the legalistic aspects of the reorganization interfere as little as possible, and to get the company recapitalized and turned over to its shareholders as soon as possible.

Many of these reorganizations took 10 years. In our case, after two years, we had the company almost completely reorganized and turned it back to its shareholders. It's been quite successful since.

**After the war, you became increasingly involved in the affairs of The Singer Co.**

Yes. I came back from the war in 1945 and at that time my old firm maintained an office in The Singer Building mainly for the purposes of servicing The Singer Co. in its legal affairs.

I was a part of that office, so I spent almost all my time on matters involving The Singer Co.

**What decided you to leave the law firm and join Singer, and when was this?**

It was in 1948. Singer made me an offer. It involved a massive change of career, of course, so I gave a good deal of thought to it



*The Singer Co. faced a tough problem—one that confronts more and more American companies—when President Donald Kircher took over the helm.*



# Check this out



## HILTON SPECIAL CHECK-OUT SERVICE

To expedite your departure, use this special card instead of signing out at the cashier's window. Please fill in the required information and present to an assistant manager or credit manager with your credit card on your date of departure.

DATE OF DEPARTURE \_\_\_\_\_ ROOM NUMBER \_\_\_\_\_

I PLAN TO VACATE MY ROOM BY \_\_\_\_\_ A.M. \_\_\_\_\_ P.M.

CREDIT CARD NO. \_\_\_\_\_

☐ CARTE BLANCHE ☐ HILTON CARD

OTHER CREDIT IDENTIFICATION \_\_\_\_\_

This is the hotel's authority to checkout my room and mail my bill to:

(PLEASE PRINT)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

SIGNATURE: \_\_\_\_\_

This is our Special Check-out service. Geared to speed the hurrying businessman. Fill out one of these cards sometime during your stay. Then, when you're ready to leave—give it to an assistant manager or the credit manager. Show him your credit card, and take off.

That's it. You've just checked

out. No lines. No waiting. No missed airplane.

Want a room waiting for you at the next stop? Pick up the house phone and ask for Hilton Reservation Service. They'll reserve rooms all along your way. And at confirmed rates, too.

If there's anything else we can do, just ask. We'll do.

For reservations at all Hilton, Statler Hilton and other leading hotels, phone Hilton Reservation Service. 

The friendly world of  
**Hilton**



# A PRINTING PROCESS developed for your OFFICE GIRL



**ECONOMICAL FOR AS FEW AS  
10 COPIES OR MORE THAN 10,000**

■ Combine the economy and simplicity of the stencil duplicator with features of the modern printing press and you have a GESTETNER. Dual cylinders, inked on the outside with automatically fed and distributed printer's style paste ink, joggers, and push-button controls make it a quiet and spotlessly clean operation your office girl will enjoy. That's why GESTETNER can produce such professionally attractive forms, bulletins, and illustrated literature (in halftone, too, and in colored inks on a variety of papers).

## GESTETNER

GESTETNER CORPORATION Dept. N-10  
216 Lake Ave., Yonkers, N.Y. 10703  
Send details and actual samples.

Name .....  
Organization .....  
Address .....  
City .....  
State ..... Zip .....

## MAKING A WORLD-WIDE REPUTATION *continued*

and finally concluded that I should do it, for two reasons:

One, as a lawyer, one advises other people, and I had been rather frustrated, on occasions, in seeing things that should be done, but not having the power or position to see that they got done.

The other thing is that I was convinced that The Singer Co. itself offered enormous opportunities.

As assistant to Milton C. Lightner, Singer president, you became involved in nearly every phase of the company's business.

Yes. I didn't have any specific assignment at all. The company at that time was not highly structured and, consequently, one could have a sort of roving assignment, and as Mr. Lightner's assistant I was really involved in almost everything that went on. So it was a splendid opportunity to get to know the total company.

One thing I did was run the company's labor relations activities.

In 1949, we ran into a very serious strike at our two major plants in the United States, at Elizabeth, N.J., and Bridgeport, Conn. This strike dragged on for a full six months and was very costly to the company, to the employees and the communities.

Following the strike, I reorganized the entire method of handling labor relations in the company, and while that was a long time ago, since that time, we have had a really amazing record of productive relationships with unions at the plants that were involved, as well as other plants. We have had no really serious strikes or labor difficulties in any of our U. S. plants since that time.

**What were one or two of the key points in these labor negotiations which you think you are now benefiting from?**

We established a reputation among professional union people of being fair but pretty tough-minded also, so that they came, I think, to rely upon our word and also to rely upon our intentions.

In the labor relations field, the most important thing to me has always been to mean what you say and to establish credibility among the union people so that you don't run into these misunderstandings that cause a lot of strikes. And, so, once having taken a position, the

union will understand that you really mean to adhere to that position and you aren't going to cave in suddenly in the face of trouble.

The soft employer who is always caving in whenever the union waves a placard around is usually one that's plagued with continual labor difficulties and has no respect among the union people.

**What were the biggest jobs you faced when you became Singer's president in 1958?**

The greatest one was that the company had lost position in American industry in a number of respects.

It had lost position in its own primary market—the sewing machine market—due to a massive invasion of this market and markets abroad by the Japanese. The company had failed to react successfully.

In a period after the war until 1958, there was, as you know, a great expansion of American industry and great changes in it. A modernization process went on in other companies. Those processes did not go on at Singer.

**Let's talk about diversification. What is included in The Singer Co.?**

I'd like to talk about some of the intangibles that are associated with that name. The company has never lost its reputation among consumers all over the world for producing a fine quality product, standing behind it and servicing it. This world-wide reputation still is the most valuable single asset of the company, even though it's completely intangible. The reputation existed almost entirely in the sewing machine field, and sewing machines as recently as 10 years ago accounted for 90 per cent of the company's sales.

We have, of course, also enormously broadened the company's activities.

**Tell us about Singer diversification, and let's hear about the acquisition of General Precision Equipment Corp. (GPE).**

In 1958, the first problem was to re-establish the health of our traditional sewing machine business, which, at that time, was pretty sick. We completed only one acquisition that year.

In terms of reputation and image, the problem has been to maintain



# Pascoe builds better metal buildings—at less cost per square foot... Let us prove it!



The proof is in the building—you can see it in the many unique Pascoe features such as our exclusive shoulder bolt roof system providing the most weathertight seal in the industry—end-frame expansion that eliminates expensive special concrete and anchor bolt work and many more. Over 2600 standard building designs, computer-programmed for your specific needs. All in modern architectural colors, with a factory baked finish requiring no maintenance for years. Pascoe is quality engineering—let us prove it. Send the coupon today—or call us. Pascoe franchised builders are in the yellow pages under "Buildings-Metal" or "Steel-Buildings!"

**SEND FOR PASCOE'S 1968 IDEA FILE.** Get all the facts concerning Pascoe pre-engineered metal buildings in this Free 1968 Idea File. It's full of photos, facts and figures about this Modern Way To Build!



**PASCOE STEEL CORPORATION**

Executive Offices: 1301 E. Lexington Ave., Pomona, Calif. 91766  
Manufacturing facilities in Columbus, Ga., and Pomona, Calif.

YES! I WANT ALL THE FACTS ON PASCOE METAL BUILDINGS.

- ☐ Please send me the free Pascoe Idea File.  
☐ Have my local Pascoe Builder call for an appointment.

Name \_\_\_\_\_ Title \_\_\_\_\_

Company \_\_\_\_\_ Phone \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ County \_\_\_\_\_

State \_\_\_\_\_ Zip \_\_\_\_\_

**THE MODERN WAY TO BUILD NB-3**



## MAKING A WORLD-WIDE REPUTATION *continued*

the strength of that name while at the same time broadening the implications that the name carries with it.

By 1959, the company was on a sounder basis and this allowed us to think about diversification. We had decided that we were going to diversify in the way that would employ the peculiar assets and skills that differentiated us from any other company, and we were going to do this in two ways:

First was what we called internal diversification, which simply meant the broadening of our basic sewing machine line to include other products that could be handled in terms of manufacture or distribution or marketing or store operations, along with the sewing machine product line.

This had the virtue of utilizing the company's existing factories, distribution system, retailing network all over the world and was a fairly obvious thing to do.

The second aspect of diversification was more dramatic and more important, actually. This was to take the company into new fields.

We wanted to start with fields that were closely allied to us and then, hopefully, to extend the process.

Our early acquisitions in 1959 and 1960, for example, were of several textile machinery companies—not very glamorous, but closely allied to our industrial sewing machine business and a fairly logical step to take.

This turned out to be quite successful.

The company, in the late Fifties and even for a year or two after 1960, had very little involvement in advanced technology. The sewing machine itself, of course, is quite an old product.

It seemed to me then that if you were not to keep step with, and be part of, the rapidly advancing technology and physical sciences we would lose position in the future. Therefore, I felt that we had to make a large jump in terms of getting into highly technical fields.

Prior to GPE we had three major areas of involvement in technology:

One was a company called ARB-Singer, a \$25 million or \$30 million business designing and developing reconnaissance systems for the government, largely for the military. Very advanced technically.

We had the Metrics operation,

laboratory instruments. Some sophistication there too.

Finally, we had Friden, which, since acquisition, has grown from a \$100 million of sales to \$200 million of sales, so we had at that time something over a quarter of a billion of sales in product fields that could be called technically advanced.

This was in a total Singer enterprise that had something over \$1 billion of sales.

It seemed to me and to others that this was not really sufficient; that in order to be secure for the future, a company should have at least half, and preferably more than half of its activity in advanced technical fields.

This was the main reason for, and the main thrust behind, the merger.

General Precision is a company with about half of its activities in very advanced work, highly sophisticated guidance systems, simulators, fire control systems, communications equipment and subsystems of many kinds.

We started the merger process by buying a substantial number of shares on the market and then sat down and talked to the GPE people and, ultimately, of course, the thing was negotiated and completed.

**Could you tell us what you are looking for in the future?**

We now have a heavy involvement in a number of fields that are growing quite rapidly.

The office equipment field, of course, is one of the prime growth areas of American industry and we have a very large foothold now in that growth industry.

GPE gives us more than a foothold in the whole field of advanced technology, mainly for the military.

Additionally, there is an aspect of GPE that's not very well known. It has a substantial business in the educational field. It supplies audiovisual equipment and software for the educational market. This business is substantial enough, we think, so that in combination with our own entree to school systems, we have a base, both technically and operationally, to attack the broader educational market.

Whether we will make further major acquisitions is very difficult to speculate upon. I wouldn't rule it out, but I wouldn't expect it at an early date.

**What, in your views, are some of the**

**keys to Singer's success in foreign lands in the past 100 years?**

I think the most important thing is that the company, since its very early days, has believed in the wisdom of being an international company and being engaged in business throughout the world.

It really is a basic part of the company's philosophy that we should operate abroad; consequently, we look upon it in a long-term way as a typical U. S. company looks upon the U. S. market, and we intend to do business all over the world wherever we can.

We tend to blend into the landscape abroad because we have been there so long that people no longer look upon us as a newcomer or a foreigner.

In many cases, they think of the company as their company: The Germans think of it as a German company; the English as a British company or the French as a French company.

On the other hand, I have never felt that an American company should be apologetic or try to conceal its American nationality, and we don't, actually. We think that American industry and American management have a lot to bring to business operations abroad. The art of management is certainly more advanced in this country than it is abroad.

**How did Singer combat the import of low-price Japanese sewing machines into this country, and what can you draw from your experience that might be of interest to the steel, textile and chemical people who are now facing stiff foreign competition?**

When the invasion occurred in the 1950's imports of Japanese machines went from zero, in something like 1948, to over a million units a year by 1958. That gave them more than half of the American market. Every American company, other than ours, producing sewing machines here was either forced out of business completely, or discontinued manufacturing in the United States and began to import machines themselves from Japan. We continued to be the only company that produced sewing machines in the United States.

The impact upon our company was enormous, as you can imagine.

One choice would have been to seek protection, because there was



only a 10 per cent duty on sewing machines and no quotas.

Of course, the company considered very seriously whether it should seek some kind of help from Washington.

By that time, I was a part of senior management. The fact that we operated all over the world and had a free trade philosophy really made it a foregone conclusion that we would not seek protection. You have to look at that kind of a decision almost in philosophical terms: You either believe that the free movement of goods, capital and people is something you can support, or you don't. And the company's position had long been that trade restrictions and investment restrictions were bad, and the more they could be eliminated throughout the world, the better off everyone would be.

That left only one thing for us to do, and that was compete with the Japanese.

We had to rebuild our factory at Elizabeth; we had to reduce unit costs; we had to improve the product line. And we had to reorganize our marketing in the United States and make it far more vigorous and effective.

We did all of these things starting in the period after 1955, and at first there was little impact. The Japanese market share continued to grow and our own continued to decline. We turned the corner in 1960. Thereafter, our own sales stopped their decline in the United States and while the Japanese imports rose somewhat after that, the curve had flattened out.

From that time on, we began to compete with them effectively and our position has improved so that today we are in the range of about 40 per cent of the market, with the Japanese having a bit over 55 and the rest is split up among Europeans and others.

In terms of dollars, our market share is greater because, generally, our sales are concentrated in the more complex machines that sell for higher prices.

I wouldn't want to give any lessons to other industries as to how to counter foreign competition, but what we did was the classical kind of thing: We improved our own operations in all of the functional areas and competed more effectively.

We are still free-traders. We believe that the free world would be

better off if all tariffs and all restrictions on the movement of capital were eliminated.

**Didn't you once say that it's more fun to do business internationally than domestically?**

Yes, there are a multiplicity of problems, almost daily, that never reach the attention of the typical company that operates just in the United States.

**How do you operate? Do you travel a lot? What kind of decisions do you handle?**

I travel a moderate amount. As to what kind of decisions I make, we have an operating structure that requires that I make more than the normal amount of decisions, I would think, for a company our size. And I consider myself an operating executive.

**What do you look for in your executives?**

When I talk about executives, I mean operating people. These are the hardest people to identify and the hardest to define.

It's far easier to define the qualities of a good staff man than it is a good operating man.

Some of the fundamentals, first: Obviously, today, he's got to be highly intelligent; he has to have a first-class intellect.

Secondly, he has to have a desire and an impulse to be in charge of something. There are many people of great intellect and energy who feel uncomfortable as people in charge and frequently this is the hardest thing to judge in a man—the presence or absence of that quality of liking or almost demanding to be in command.

**Mr. Kircher, how do you relax?**

I have a farm out in New Jersey, and I go out there with my family every weekend. I do some riding; I have a tennis court and a swimming pool and swim.

I take a large amount of reading with me. **END**

**REPRINTS** of "Lessons of Leadership: Part XLI—Making a World-wide Reputation" may be obtained from *Nation's Business*, 1615 H St. N. W., Washington, D. C. 20006. Price: 1 to 49 copies, 30 cents each; 50 to 99, 25 cents each; 100 to 999, 15 cents each; 1,000 or more, 12 cents each. Please enclose remittance with order.

**TEAR OUT THIS AD**

# DON'T BE DEAF!

**Hard-of-Hearing? FREE Offer**



Have an actual-size, non-operating model of Beltone's newest, tiny behind-the-ear hearing aid sent you FREE! See for yourself how the Andante hides behind your ear so even your close friends may hardly notice it!

Intensive testing by Beltone's engineers proved Andante's aimed, directional microphone keeps you always "on target" for the sounds you want to hear. Andante's tiny microphone faces forward just as you do. Because it helps give you the unstrained hearing nature intended, you'll hear more confidently with Andante's "front-focus." Get your model FREE, no obligation. Just mail the handy coupon. Act today!

**Beltone®**  
ELECTRONICS CORPORATION

Dept. 4284  
4201 W. Victoria St.  
Chicago, Illinois 60646

Please send me the actual-size model of the Andante, Beltone's tiny, behind-the-ear hearing aid.

NAME \_\_\_\_\_  
ADDRESS \_\_\_\_\_ APT. \_\_\_\_\_  
CITY \_\_\_\_\_  
STATE \_\_\_\_\_ ZIP \_\_\_\_\_



ROW OVER CENSUS:

## WILL WE GET THE FACTS?

The census, the government's cornerstone of facts and figures, is embroiled in a Congressional controversy over what information it will ask you in 1970.

Business, labor, state and city officials are lined up almost solidly for continuation of full, mandatory response to questions on employment and housing, as well as population.

Business firms such as American Telephone & Telegraph to make extensive use of census figures in compiling plant investment data and have purchased special tabulations.

So have dozens of other companies. Ford Motor Co., for instance, uses the figures in developing new dealerships.

A couple of dozen Congressmen, however, contend that some of the proposed questions probe too deeply into personal lives and should be answered voluntarily.

At the same time, almost everybody concedes the need for more frequent and accurate statistical information on the 200 million plus who live in the United States.

This demand for up-to-date statistics means more than just a quest of knowledge for cities, counties and states. Roughly \$5 billion in federal funds are dispensed under formulas in which population is one factor in determining money apportionment. Millions more in state money to localities is at stake.

Far more important to many is the pressing need for information on which to attack crushing urban problems. The 1960 census, it was

discovered later, missed close to 10 per cent of the nation's Negro population, almost wholly within the big cities.

Census officials claim there won't be any such off-target count in 1970 and are asking \$20 million to enable them to "fine-tooth comb" the slums.

Moreover, says Director A. Ross Eckler, you would "jeopardize the value" of census information, if the bulk of it were based on voluntary response.

"It would devalue the significance and importance of the national census at a time when its results are more critically needed than ever before. It would constitute a clear reversal and retrogression from a policy over the 177 years of census history."

Mr. Eckler sums up the Census Bureau's position like this:

Only a handful of new questions will be asked in 1970. The bulk of the form is the same as it has been for years. The questions are broadly worded, are not embarrassing and are vital to the economic picture of the nation. No information on any individual is ever given out, individual privacy is always protected and very few people object to answering any or all of the questions.

### Congressional critic's view

Rep. Jackson E. Betts (R-Ohio), who leads the score of dissenting Congressmen, disagrees. He contends questions like these are an invasion of privacy:

"Do you share your shower?

Where did you live in October, 1962? How many babies have you had?"

"To threaten the American people with a 60-day jail sentence or \$100 fine for not responding to questions having nothing to do with essential facts about population is absurd," he says.

He and 22 others in Congress have introduced bills that would limit the mandatory response of the census to seven questions: age, sex,





race, address, marital status, relationship to head of household, visitors in the home at the time of the census.

"I am not against providing adequate information for the federal government," Rep. Betts told the House census and statistics subcommittee. "I do not oppose a mid-decade census. I want to streamline the 1970 census forms so the maximum number of persons will participate in providing accurate data on themselves and their households."

The Ohio Congressman contends the census goes into many areas properly the sphere of private market research organizations. And he complains the lengthy census form is burdensome on the poorly educated, embarrassing in its contents—except on a voluntary basis—for the bulk of the questions.

"It is likely that people who are embarrassed about answering these questions, have difficulty reading or who don't care about being grilled as if they were home economics laboratories will fail to give adequate response," he claims.

"When this happens, many people won't be counted or the reports will be incomplete, thus distorting statistical results."

Mr. Eckler, other officials and many business leaders rebut this statement, saying questions about

housing and employment are of tremendous importance.

Businessmen, educators, and representatives of all levels of government have told Congress census data is vital in planning, administering, evaluating programs in employment, health, poverty, housing, urban renewal, traffic, plant site location.

They say only the census can give full data on an almost block by block basis.

Many businessmen would like to have census data compiled in such a way that they can be related to Zip Code Areas.

Many companies today base their marketing plans on them.

"While the primary objective of the decennial census is to gather data needed by federal, state and local governments," Mr. Eckler says, "the census provides indispensable information for the business community."

"There is hardly a business enterprise providing goods or services for individual or family consumption that does not make use of population and housing data, directly or indirectly. The Census Bureau and the Department of Commerce field offices each year receive and comply with more than a million requests for information about the population and housing of the nation and its subdivisions.

Any business can contact the Census Bureau and arrange to buy special statistical information in which it is specifically interested.

In the flak over questions to be asked, Mr. Eckler says these change with the times.

"A question is included only if it is of substantial value for fulfilling significant purposes."

Some of the questions asked in past censuses, but dropped along the way, were far more intimate than those proposed for 1970.

At some time during the 16 censuses between 1790 and 1960, information was collected on the number of deaf, dumb and blind persons; pensioners from the Revolutionary War; illiteracy; on the number of sick and mentally defective; paupers; slaves; value of real estate and of personal estate; number suffering from acute or chronic disease; mortgage debt; employment in public emergency work.

Census officials contend the majority of people have never had any objection to telling how many bathrooms they have in their house, or the number of rooms, or whether they use gas, oil or coal for heat.

Suggestions for questions to be included come from Congress, a variety of government agencies, city and state officials. The Secretary of Commerce, the Bureau of Statistical Standards and, in effect,

*Facts, figures from census are vital for every aspect of today's society.*





# Free to manufacturers



## Where the tax breaks are.

Taxes in New York State are more favorable than most businessmen realize. This free brochure proves it. It tells how you can predict New York taxes and why they're so stable. It tells how you save on the personal-property tax. (There is none. No personal-property tax on machinery, inventory and equipment.) It tells how to write off depreciable assets at a rate twice as fast as that allowed by the federal government and how to write off research and development facilities in one year.

**Free brochure.** Write today on your letterhead for proof. We'll send you "Tax Advantages for Business." It's packed with facts such as the graph below, which shows how the New York State tax structure prevents heavy tax loads in a lean year because more than 60% of your taxes are based on net profits.

### STATE "X" TAXES NEW YORK TAXES

State Sales and Use 8%	State Corporate Franchise 64% (Based on income)
State Franchise 12%*	State and Local Sales and Use 5%
Local Property: Real Tangible Intangible 80%	Local Property: Real Only 31%

Inflexible Taxes Flexible Taxes

\*Based on capital stock.

Mail coupon with your letter today.  
Or call: (518) 474-3717.

Commissioner Ronald B. Peterson  
New York State Dept. of Commerce, Rm. 578  
112 State Street, Albany, N. Y. 12207

Please send the following brochures:

- |   |  |
|---|--|
| <input type="checkbox"/> Industrial Location Services | <input type="checkbox"/> Plant Financing               |
| <input type="checkbox"/> Tax Advantages for Business  | <input type="checkbox"/> New York State Business Facts |
| <input type="checkbox"/> Money for Manpower           | <input type="checkbox"/> International Commerce        |

NEW YORK STATE DEPARTMENT OF COMMERCE

## WILL WE GET THE FACTS? continued

Congress have veto power over those to be included.

### Census every five years?

There is little immediate prospect for House action on the Betts bill, but there is a possibility the privacy issue will be fought out in the Senate via amendment route to a proposed mid-decade census.

The House has already passed legislation authorizing a census every five years and the Senate has held hearings on it. Sen. Strom Thurmond, (R-S.C.) has an amendment that would limit the mandatory response and Sen. Frank Lausche (D-Ohio) has introduced a separate limiting bill.

Scores of witnesses in both House and Senate committee hearings on the census cited a desperate need for full census reporting.

"Census data provide a foundation for the making of many vital economic and policy decisions by private enterprise that have an impact on the total economy," John Aiken, executive director of the Federal Statistics Users' Conference, testified in the Senate hearing.

He said members of his association, comprised of business, labor and nonprofit research groups, used census data for eight major purposes: Market planning and forecasting; economic forecasting; population forecasting; market segmentation; small area market studies; buying power estimates; sampling and site location.

Proponents of a more frequent census have pushed the idea for years, but it was only in 1967 that the Administration dropped its opposition. Such a census would cover basic population questions, but there would be great flexibility for sampling on other queries.

In both the once-a-decade and any mid-decade census, not everyone is to be asked all 70-odd questions. A few, 100 per cent of the people will answer. Housing queries predominantly will be on a 25 per cent ratio, and others on a 20 per cent and five per cent level.

Urging a mid-decade census, Mr. Eckler testified:

"Again and again in recent years, we have been unable to supply reasonably recent information to assist in dealing with problems in our cities.

"Information which is now nearly eight years old is usually all that is available for individual cities or

counties, or for the smaller areas within the cities.

"When the National Advisory Commission on Civil Disorders needed census data to portray the situation within individual large cities, most of what we could supply was collected in 1960, which no longer reflects the present situation."

He noted the dramatic and rapid change in inner-city makeups and drastic switches in rural areas.

Echoing this were representatives of the cities.

"With a net population increase of one person for every 13.5 seconds and a mobility rate that portends rapid shifts of people from one place to another, especially within metropolitan areas, cities are hard put to maintain accurate identities of their program clientele," according to Patrick Healy, executive director of the National League of Cities.

Albert Mindlin, chairman of the Committee on Small Area Statistics of the American Statistical Association, graphically noted:

"Federal grants-in-aid in state and local governments rose from \$4 billion in 1957 to \$8 billion in 1962 to \$11 billion in 1965 to \$15 billion in 1967."

Governments need far more information about the community "to research, plan, administer and evaluate these vast new programs," he adds.

### Trying new tactics

In streamlining operations for 1970, the Census Bureau plans for the first time to use extensive mail-back of its questionnaire.

Every household will receive a form from the postman, but only in 145 metropolitan areas will residents be asked to fill it out and return it by mail. This, however, will cover an estimated 60 per cent of the population. The remaining 40 per cent will have census workers call to pick up or help them answer the questions. People who fail to respond by mail in the metropolitan areas will also be visited.

In the event those persons mailing the return fail to answer all questions, an enumerator will either call by telephone or in person to get the missing information.

A census official predicted better than 80 per cent of those using the mail-back form will answer all questions properly.

People will be asked to black in dots and squares in answering, so



the tabulation can be done by computer. This is another first.

Three dress rehearsals for 1970 were scheduled this year.

Utilizing the mail method, the Census Bureau expects to reduce the number of people involved in the 1970 census from 170,000 to 130,000 to count a population it estimates will range between 205 and 210 million.

The cost is expected to be about \$160 million, but would go to \$180 million if the extra money for intensive ghetto work is approved.

#### **Reaching the ghettos**

To comb the ghettos, the Bureau hopes to recruit slum dwellers for the \$2 an hour average jobs.

There is a possibility, now being studied, that educational standards will be adjusted so a worker who doesn't have a high school diploma, but can read and write well enough to do the job, can be hired.

The target of the Bureau is to reach 98 or 99 per cent of the population.

Apportionment of Congress is based on the once-a-decade census, with many states losing or gaining representation. State legislatures are apportioned this way, too.

The big, once-a-decade job is only one of dozens of censuses and surveys taken by the Bureau. It regularly conducts surveys on employment for the Department of Labor, on agriculture, business, manufactures, minerals, foreign trade and construction, among others.

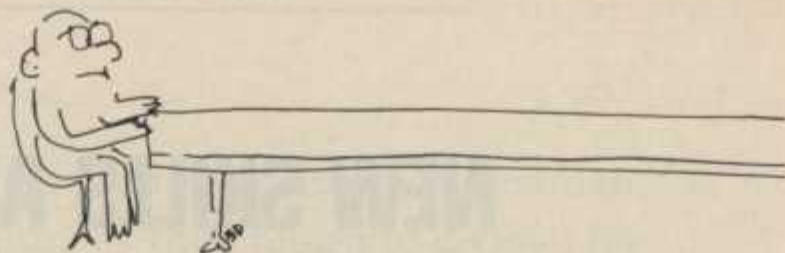
Some Congressmen contend answering the business surveys is a burden on the small businessman. But on the whole, business is delighted with it.

To cut down some of the paper work, the Bureau draws on information from the Social Security Administration and Internal Revenue Service. A census official says that if a small businessman has only three or four employees, he'd never know a business survey was being taken.

The Bureau never divulges to anyone—government agency or otherwise—any information on an individual.

And while the law does provide fines and penal provisions for failure to answer mandatory questions, no one has ever been sent to jail for not answering. And only two people out of all the millions contacted in 1960 were fined.

**END**



# How to reach the Chairman of the Board.

Advertise here. Over 122,000 board chairmen and company presidents read our magazine just like you do. So if you'd like to reach board chairmen, and more people like yourself, consider advertising here. We reach more businessmen than any other business magazine. (As a matter of fact, we have over 854,000 paid subscribers.) Nation's Business.



For Viet Nam veterans

## **NEW SKILLS AND BETTER JOBS**





## Thanks to Project Transition and American businessmen, ex-GI's face a brighter future as they return to civilian life

When Johnny comes marching home today, business and government are aggressively trying to make sure he's going to make it in civilian life.

Has he a skill that will get him a job?

Does he need job training?

Does he need a job?

Does he need more education?

The vast majority of the 70,000 servicemen discharged each month already know what they're going to do—or say they'll make it on their own. But for thousands, this all-out attempt to pave the way for the GI's return to civilian life is a vast improvement over programs in operation when most of today's 26 million veterans were discharged.

"I think this is the best thing the Army has ever come up with," says SP5 Charles H. Bailey of the most ambitious of a wide assortment of programs aimed at helping



*Project Transition means an introduction to the world of computers in training classes for GI's Rufus Wilson (left) and Ben M. Robinson.*

Louis E. Peterson (left) and Charles H. Bailey (below) soldier every morning but in the afternoons learn on-the-job training making paper products and running TV taping unit in new Army-business program.



*Walter Knepp doffs army khaki for a butcher's smock in learning new skill.*



Viet Nam veterans. What he's talking about is Project Transition, which offers men with less than six months to serve a chance to learn a skill either in class on the post or in on-the-job training with cooperating industry.

"It's a good deal for industry," says Frank M. McKernan, director of the project for the Defense Department. "We say to them, here's a potential manpower pool and there's no recruiting required. All you have to do is the training."

Such large firms as Humble Oil & Refining Co., Gulf Oil Corp., Mobil Oil Corp., International Business Machines Corp., General Motors Corp. and others have jumped into Project Transition.

Dictaphone Corp. recently opened a new classroom facility at its advanced training center at Columbia, S. C., for servicemen from nearby Fort Jackson.

After they complete an eight-week course, Dictaphone will offer them jobs at one of its 200 service centers in the United States. Sixteen men, due for discharge soon, began training Sept. 30.

Dictaphone hopes for even bigger classes later.

"Our purpose is twofold," Dictaphone President Walter W. Finke says.

"We have recently added many new products to our line.

"We must expand our 1,000-man force that services Dictaphone products for our customers. Operation Transition offers us an opportunity to get qualified young men.

"It also gives us an opportunity, as good corporate citizens, to help solve an important national problem."

"But to make this program work, we're going to have to get small business involved, too," says Mr. McKernan. "The firms that can take one or two or three men."

More and more of these companies are participating as the program spreads.

SP5 Bailey pulls his regular Army duty four hours a day in the morning at Fort Gordon, Ga., on the outskirts of Augusta, Ga. In the afternoons, he reports to television station WRDW where he's training under chief engineer Wilbur T. Harrington to maintain the expensive color camera equipment and taping machines of the CBS affiliate.

While he's involved with the electronic world of TV, hundreds of

other Fort Gordon soldiers are working at or studying dozens of other skills, ranging from data processing to bulldozer operation.

On 237 other U. S. military bases, the pattern is repeated for thousands.

"We're very pleased with the results," says Freeman Smith, director of Project Transition training endeavors for Humble, the first company to move onto an Army post and participate in the pilot program that launched the effort last year.

"We look on it as another source of dealer prospects."

## Two million new veterans

More than two million are already veterans of the Viet Nam war and the total is expected to grow by around 800,000 a year.

This ambitious array of programs designed to ease their transition to civilian life was spurred by President Lyndon B. Johnson in 1967.

He ordered government agencies to pull out all stops and to enlist the aid of private enterprise, especially for those men who had no civilian skills, had acquired none in the Army and had a low educational achievement.

The new GI Bill of Rights has poured thousands into schools and colleges, with an estimated 800,000 enrolled today.

The Veterans Administration runs a counseling service almost on

the battlefields of Viet Nam to advise soldiers, marines and airmen of their benefits.

VA has also established "one stop" service centers in 70 cities. Here a veteran can get information from a half-dozen government agencies on benefits, job training, job potential, housing loan programs and a variety of other questions.

Through Project Transition Civil Service offers job training in the postal service and will make transitional appointments in the lower five grades of government service for men with less than high school education—if they complete their secondary schooling on their own time.

Private agencies, such as the Urban League, also offer counseling and aid.

"The big difference today," says a Pentagon official, "is that we're going out and making a damned hard effort to tell a man what we can do for him—months before he gets out of the service. It isn't a 30-minute lecture just before he gets that discharge and is champing at the bit to get the hell home."

## Still missing some

Project Transition has grown slowly but steadily from an initial pilot program at Fort Knox to where some 20,000 men are now in training. Officials claim it's probably the best answer yet for the returning serviceman.

But these officials also know that



Fort Gordon, Ga., soldiers in Mrs. Ralph W. Cox's data processing classes, like Klaus T. Beer, hope to make new career in civilian life.



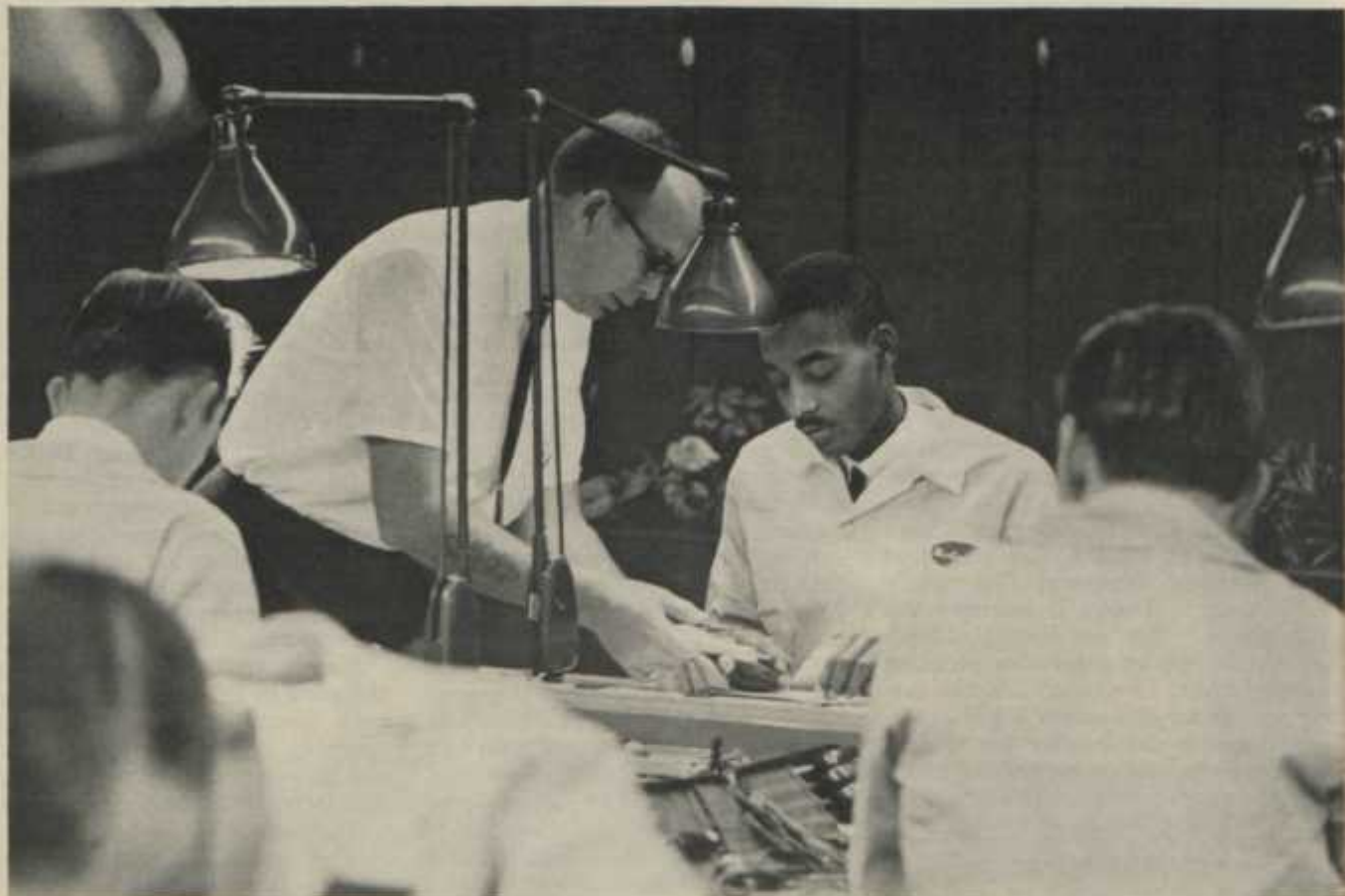


PHOTO: CHARLES KASSETT-WACHUM

*After training at Dictaphone Corp. center near Fort Jackson, S. C., graduates will go to work at one of the firm's 200 service centers.*

they aren't reaching many of the men for which the program is aimed specifically.

"A lot of the men this can help most simply are tuning it out," says one official. "They don't have the interest or they just want to put in their time until they get out."

There have been complaints, especially from some Negro veterans, that when they come home they can't find a job or they can't find a job at the level they think they deserve.

"It's these people we're really trying to reach," says a Project Transition counselor. "We think we will in the long run."

Those who are in the program are gung ho about it.

"I've got sense enough to know that for me this is a great opportunity," says Sgt. Carl McNichols,

25, of Danville, Va., studying data processing.

"I was a salesman for Sears when I went into the Army. I want more of a profession."

Just about the same sentiment is echoed by Pvt. Walter Knepp, who cooks in the morning and is learning to be a meatcutter in the afternoon at Winn-Dixie Food Market in Augusta.

"I tell my buddies: man, you better get in on this. Where else are you going to get it?"

From the American Revolution to the war in Viet Nam, 40.5 million American men and women have served their country.

After each war the nation has offered some material form of thanks: a parcel of land to some minutemen; mules and 40 acres to Civil War veterans; pensions, hospitalization,

GI bills for education and home loans.

These benefits have had a tremendous economic impact. The GI bill after World War II spurred enrollment in colleges.

Government-backed home loans with a value of \$69 billion from private lenders have been made to more than seven million in a 24-year period.

The new GI bill has no termination date and is retroactive for men who have served since Korea.

Huge educational programs are run on every post and base. Thousands of GI's still in service go to college at night and in their spare time.

#### **How it works**

A major difference in the way the services look at the man who's about



to end his tour of duty is the timing. They start six months before discharge. Each man is given a questionnaire to fill out and is asked about his post-service plans. If he's interested in the volunteer Project Transition program, personal counseling is arranged and more than 400,000 men have taken this.

Those who want to learn or upgrade a skill are enrolled in either a class set up under the Defense Manpower Training Act or on-the-job training by industry through Project Transition.

Basically, a soldier will pull his regular Army duties four hours a day and learn four. The Army will provide transportation to jobs off post and the trainee is prohibited from receiving any extra compensation.

"We're glad to cooperate," says Malcolm C. Baxley, vice president of Augusta Blueprint Co., where Michael P. Dolan is learning the business. "But we certainly don't consider this an apprentice program or anything like that. It's not cutting anyone else out of a job."

Dolan is not exactly the typical trainee, but he is typical of many of the men in Project Transition. A

school teacher, he has an opportunity to go into the blueprinting business in his hometown of Colorado Springs and went to Project Transition officials at Fort Gordon to see if they had anything. They didn't, but they went out and contacted Mr. Baxley to see if he'd take him on.

"I'd like to give him a job when he gets out," the businessman says. "If he wants to stay, I'd like to have him."

That's the real reason Defense Department officials are so keen to get more industry involved in the program.

"Almost every one of these men who participates is guaranteed a job if he wants it," says a counselor. "Of course, a lot of men will want to go back home and then use their training to get settled."

Most of the big companies are able to offer opportunities in every geographical section to men they've trained.

"When we graduate a man," says Mr. Smith of Humble, "We send his name to the district director in his home region. We will help him get his own station through our regular dealer financing program or we have company-owned stations where he can be placed." So far Humble has graduated close to 400 from its 12-week courses.

The very first graduate of Project Transition was Norman Bradley, who was a coal miner in West Virginia before turning career soldier and putting in 20 years. He's now running a Humble station on the Kentucky Turnpike.

A good many 20-year men are turning to Project Transition to help them bridge the gap back into civilian life.

So are some who suffered combat disabilities.

But it is essentially a program to provide a marketable civilian skill for those who don't have one.

"I worked in a supermarket when I was in high school," says Pvt. Knepp. "I always thought I'd like to be a meatcutter. I could stay here when I finish, but I've got me a job lined up in a store back home."

"One thing for sure, though, I'm darn glad I found out about this."

"I was sitting on a mountain top in Viet Nam," says engineer-trainee Bailey.

"I read about this program in *Army Times* and decided that was for me. I was already working with

Army TV. But learning color is going to mean bucks for me."

### **Spreading the word**

Making sure the men know about Project Transition is one of the critical factors.

"Not everybody reads the bulletin boards," complains one official.

"What you need to do is line 'em up in company formation and drill it in," offers soldier Dolan. Word-of-mouth touting by men in it is actually the most effective way to recruit, say most officials.

Business' interest in the returning veteran is growing, not only in participating in programs such as Project Transition but in just making known there are jobs available.

As a related part of the project, companies with various openings let local post officials know about them and information is circulated to men who have filled out the questionnaire expressing an interest in job opportunities.

Nearly 4,000 men who have participated in Project Transition have gone directly to work. There are probably hundreds more, but a follow-up program that will determine this is not completely under way.

Transition has not been a pell-mell program. It is just now becoming fully operational. Part of this has been because of funding. But a good deal because both defense officials and industry wanted to make sure it worked.

In the beginning, companies were inclined to "take the cream" of prospective trainees. Now it is hoped that businesses with jobs that can be filled with less demanding requirements will offer them.

"There are a lot of men who put down they'd like to learn data processing without the slightest conception of what it is all about," says one counselor. Most of the men who sign up for Transition opt for service-oriented job training. There are a good many enrolled in classes in law enforcement and there are dozens of municipal police departments lined up to offer jobs.

The Army will give an early discharge to men who are going to become police officers.

"I've only got one man who's had any background in police work," says Jim S. McCool, a retired military policeman who runs the law enforcement training class at Fort Gordon. "He's an MP. The others are just interested in this type of work." The Project Transition pro-

## **\$1,500 to \$5,000 Personal Loans to Executives**

**Strictly Confidential**

**\***

A nationwide Executive Loan Service designed for responsible executives as a convenient supplementary source of personal credit. No collateral, no endorsement, no embarrassing investigation. All details handled by mail from the privacy of your office. Monthly repayments up to 2 years if desired. References:

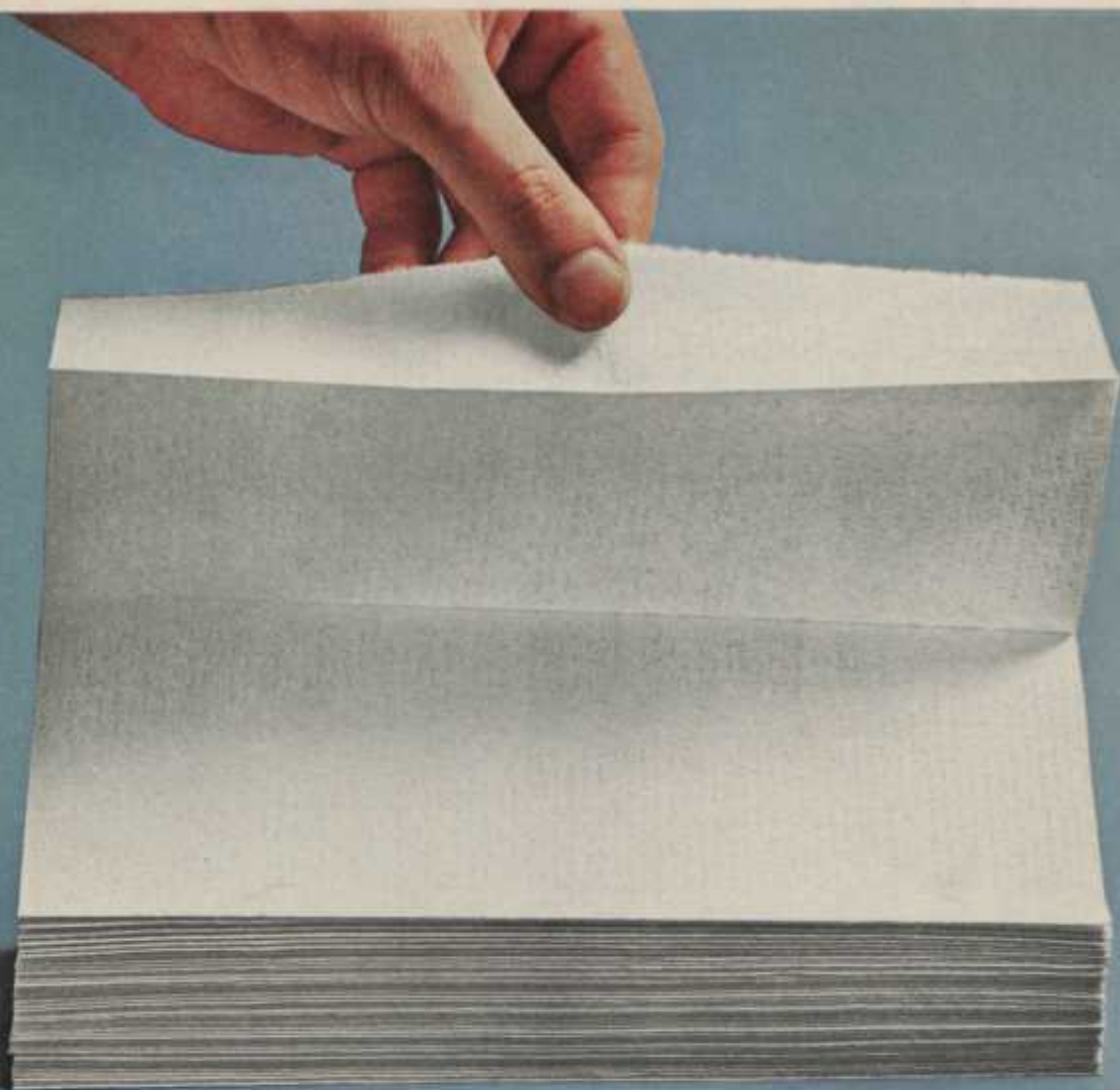
First National Bank of St. Paul  
Northwestern National Bank of St. Paul  
First National Bank of Minneapolis  
Northwestern National Bank of Minneapolis

For full particulars write  
MR. A. J. BRUDER, Vice Pres.

**Industrial Credit  
Plan, Inc.**

620 Hamm Building  
St. Paul, Minnesota 55102





Pick a towel, any Fort Howard paper towel. Get quality you can depend on, time after time. Big, soft, spongy towels that stay strong, even when soaking wet. Folded towels or roll towels in a variety of grades and sizes to fit any cabinet, any budget. Get service you can depend on, too, from the Fort Howard Paper Man. He's "Mr. Dependable," the paper wholesaler who makes sure you get service as dependable as the quality of our paper towels, napkins, toilet tissue and printed paper place settings.

# Fort Howard Paper Company

Green Bay, Wisconsin

AMERICA'S MOST USED PAPER PRODUCTS AWAY FROM HOME

"MR. DEPENDABLE"

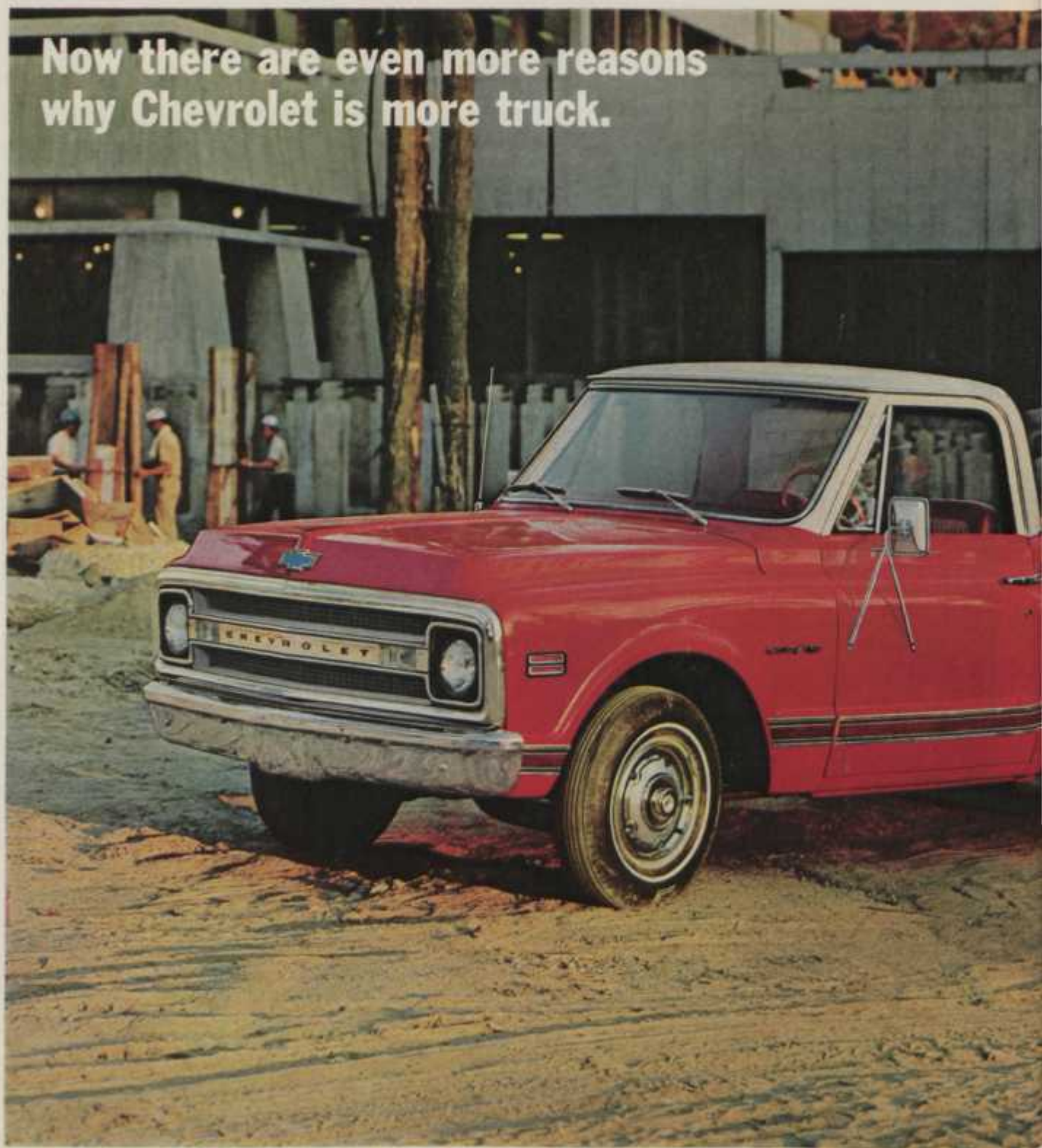


FORT HOWARD  
PAPER MAN



# Here! New '69 CHE

Now there are even more reasons  
why Chevrolet is more truck.



*Half-ton Fleetside CST Pickup*



# CHEVROLET TRUCKS!



## MORE STYLE

Here's the bold new look in pickups for '69 — Chevrolet's clean, rugged truck styling that includes a handsome new hood profile, new aluminum grille, new interior trim colors! You get a cab and Fleetside pickup box that are double strong with double walls of steel in vital areas. You get extra durability provided by features like inner front fender liners that fight rust. And extra security stemming from GM safety features. America's most popular pickup is more truck than ever for '69!

## MORE COMFORT

You'll feel more comfortable in a Chevy pickup. Bench and available bucket seats are newly designed with molded foam. Cab and body mounts keep vibrations outside. Thick insulation hushes road noise. Bump-leveling coil springs at all four wheels on most models smooth the way. Ride so easy, you'll have to remind yourself you're in a hard-working truck!



## MORE VAN FOR THE MONEY

Chevy-Van delivers loads of economy. Nimble maneuverability in city traffic makes light of big loads. Chevy-Van is now available with new 3-speed automatic transmission. Get more truck at your Chevrolet dealer's. . . . Chevrolet Division of General Motors, Detroit, Michigan.

## MORE LENGTH

A longer wheelbase Chevy pickup for bigger payloads—or bigger payloads like king-size camper bodies! It's a Chevrolet Fleetside with 8½-foot cargo box. Like other Chevrolet pickups, it gives you the riding smoothness of work-proved Independent Front Suspension, the strength of a sturdy ladder-type steel frame, the economy of famous Chevrolet truck 6-cylinder or V8 power. Plus easier handling for '69, provided by new steering linkage and a larger steering wheel.

## MORE POWER

New workpower! A spirited new 350-cu.-in. V8 with 200 hp is standard in Series 40 and 50 models. You can order it with 255 hp for pickups. For big Series 60s, there's a husky 366-cu.-in. V8 that's standard. Walks away with big loads easier than ever before. Chevrolet gives you the right gas or diesel power to do big jobs with dependability and cost-cutting efficiency.



**More trucks are Chevrolets because Chevrolet is more truck!**





# UNION PACIFIC RAILROAD

**Wide open  
door  
to  
auto markets**

Every day new automobiles and assembly parts move through UP's open gateway, keeping America and American Economy on the move. This is just one example of the Inside Track Service Union Pacific offers in, to, and from the booming West. It means the finest in new equipment, computer operations and microwave communications. And over 10,000 miles of rail network to get your cargo where it's going fast. Why not let us open a few doors for you.

*And for inside information on choice industrial sites in the booming West, write in complete confidence to Edd H. Bailey, President, Omaha, Nebraska 68102.*



## NEW SKILLS AND BETTER JOBS *continued*

gram at Fort Gordon is one of the biggest and also involves a variety of businesses and industry. Gulf Oil is among the major companies operating courses—for service station managers. There is a wide assortment of small businesses participating, ranging from automobile dealers training mechanics to small motors repair at a fix-it shop.

One area Mr. McKernan hopes will bloom is sales, retail and wholesale, because "We think this offers a world of opportunity."

For ex-school teacher Dolan, Project Transition is much like the preschool Head Start program in which he participated in Pomona, Calif.

"Those little kids had nothing and you showed them something. This could be the same thing for a lot of men who are about to get out."

### **Praises business cooperation**

Frank R. Steele, director of Veterans Affairs for the Urban League, praises business cooperation with his program of trying to help minority veterans on a "whole need basis—jobs, housing, health and welfare, training.

"The General Foods Corp. lends us the services of employment specialists for four days a month in five Urban Leagues, and the Philip Morris Inc. gave us the services of an employment specialist for a full 30-day period in the New York City office.

"This sort of help has been rewarding in the actual placement of a large number of veterans. We need more direct contact with the members of industry in every city where we have an Urban League."

Mr. McKernan feels that as more and more businessmen in and around posts find out about Project Transition, participation will grow.

"Sure, we know we've got a long way to go before we reach every man about to get out of service who needs this," says John T. Pollock, education officer at Fort Gordon.

"But we're really trying. We're going after men six months before they get their discharge and trying to tell it like it is . . . what we can do to give them skills that will help them in civilian life.

"We've had our share of guys that signed up just to get out of pulling some army time. We've had some dropouts, too. But not many. Most of the guys are pretty hep that it takes something to make something." **END**

# Kelly Labor. Best of the bunch.



**KELLY**  
SERVICES\*

Kelly Labor. Male and female help for packing, inspection, assembly. Any job, any time.

# Additional income...

## am I missing it?

Writing stock options on your securities portfolio offers portfolio investment managers an attractive means of building extra income. Up to 20% and more annually. Like a simple explanation of the unique advantages of the put and call option market? Write us—

PUT your investments to work . . . CALL

**Filer, Schmidt  
& Co., Inc.**

Members Put & Call Brokers & Dealers Association Inc.  
26 Broadway, New York, N. Y. 10004



# HOW TO BE OF TWO MINDS

Stop-and-go thinking method enables you to get better ideas and make wiser judgments too



Psychologists and businessmen generally agree on one point: Producing ideas and making decisions call for two basically different kinds of thinking—one creative, the other judicial.

There is ample evidence, both clinical and practical, to support this. You do get more and better ideas if you keep your judgment from interfering. Conversely, you make better decisions if your judgment is kept free of the emotionalism and unrestricted approach that often surrounds creative thinking.

What the average person needs is some practical way to combine both types of thinking when tackling everyday problems. The STOP and GO method is outlined here.

It is a flexible, relatively universal approach that can solve a wide variety of problems from writing a report, planning a production line, picking a plant site or filling a vacant executive slot.

The key to this method lies in separating as completely as possible the two types of thinking necessary to produce ideas and to make decisions.

On GO, you adopt a freewheeling mental attitude that will permit ideas to bloom. On STOP, you revert to a cold-blooded, critical attitude that will bring your judgment into full play.

There are five main areas in problem solving where opportunities exist to apply STOP and GO thinking:

- Collecting information.
- Defining problems.
- Generating alternatives.
- Evaluating progress.
- Developing action programs.

## Collecting information

Usually you can get information on any problem



from a variety of sources. Often improvised methods and imaginative sources can provide needed information quicker or less expensively than others.

For example, the Morse Code was evolved in this way. The most frequently used letters have the shortest combination of dashes and dots.

The inventor, Samuel Morse, did not make an exhaustive study of frequency tables that show how often each letter is used in English text. Nor did he count the letters to get this data. He estimated the frequency of occurrence by counting the number of a's, b's, c's and other letters of the alphabet found in a printer's typeset. "E" being the most used was assigned one dot. "I" is two dots.

Good information often comes from unexpected places.

Therefore the first GO step in collecting it should be to sit down with pencil and paper and list any and every possible source.

Then comes the STOP step. Here you go back over your list and decide which sources you would really feel safe in consulting, which you would have time to consult, or which sources you could afford to consult.

It is here, at this step, that you select the sources to be consulted.

The next GO step is to proceed to collect the information from each of the sources selected. In this stage, keep a completely open mind in your search for information. Facts, opinions, guesses, prejudices, statistics—gather in anything and everything.

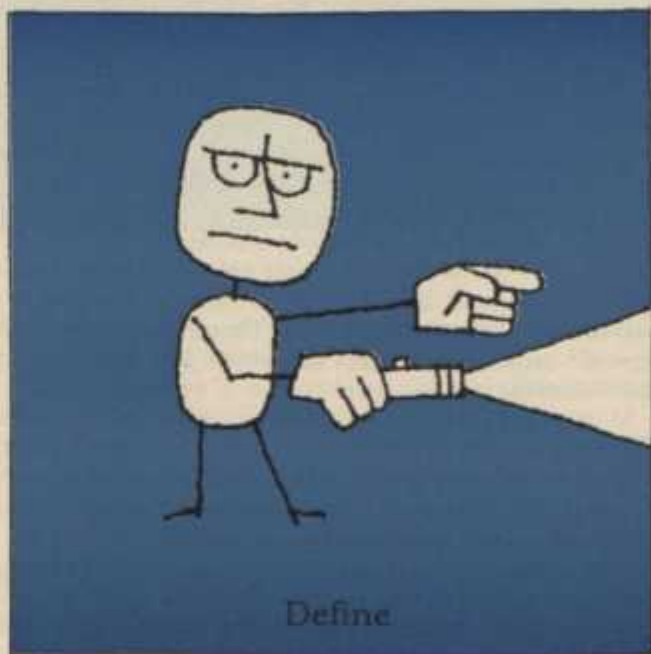
Occasionally even a prejudiced opinion will contain a hint of something that should be looked into more deeply. Therefore, initially, you ignore no sources that may yield information, even though some of it may have to be discounted or discarded later.

A major problem at this stage is to avoid preliminary evaluation. It is often tempting to pick up one or two promising bits of information and stop with them. This is mixing in judgment.

Set a goal or quota:

- A given number of sources to exhaust.
- A set period of time to search.
- A fixed sample of sources to be interviewed (10 salesmen, four distributors, eight dealers in four different cities).

Then, when you have exhausted your quota, and



only then, do you stop and decide which information you will use.

In the STOP stage, be as suspicious and tough-minded as you can. Here, you are expected to sort out the guesswork, check out opinions, try to reconcile contradictions.

In other words, you exercise judgment and decide what information you are going to believe for the future.

These judgments provide the background for the next stage.

#### **Defining problems**

Any large problem really consists of many smaller ones.

Once the large problem is identified, the next step is to try to identify or define the smaller components so they can be tackled one at a time.

Therefore the first GO step in defining the problem should be to freewheel to attempt to list all of the possible subproblems which may be involved in the larger



one. Some of these should, of course, come out of a study of the facts previously collected.

Let's take an example of how such a GO stage might proceed.

Assume that the top management in a company has decided that it is being handicapped by poor management at first-line levels. Now "poor management" is a vague term, actually meaningless when used without qualification. Therefore the first step is to see what is meant by it.

So the green light goes on and, in a freewheeling frame of mind, you attempt to put down as many factors as you can think of that would show up in a poorly managed company. The list would probably include:

- Frequent and widespread breakdowns in communications from department to department or from one management level to the next.
- A high proportion of irate customers.
- Too much executive time spent fighting "brush fires."
- Work force lacks a feeling of purpose.

Once the list is compiled, you are ready to go into the STOP phase: Selecting those items of particular significance to your company. These, then, become specific projects or targets for which you will try to find solutions.

### Generating alternatives

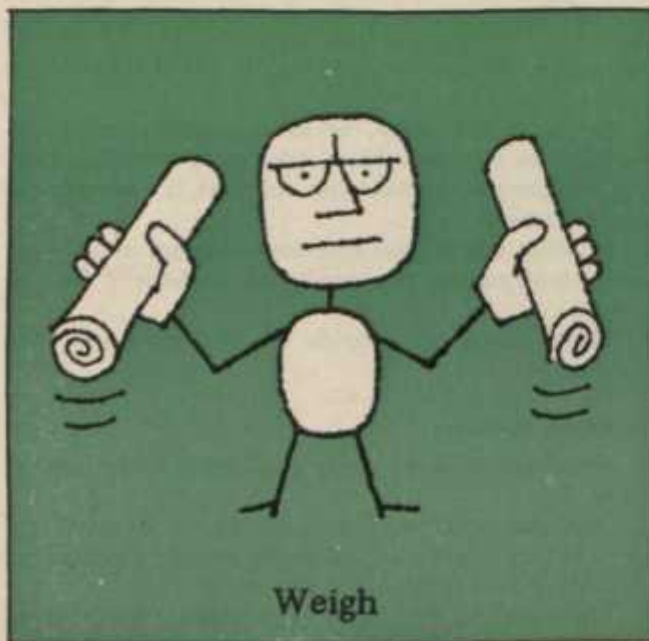
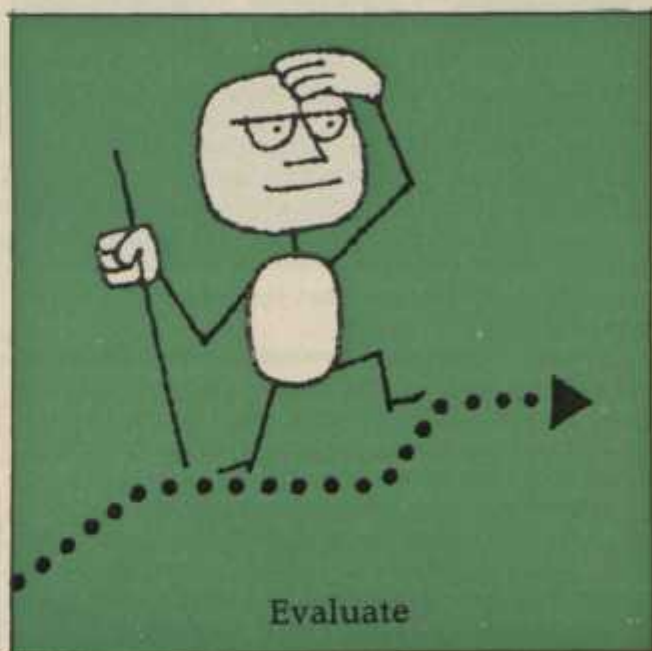
It is in the area of generating alternatives that the principle of separating creative thinking from critical thinking has had its greatest exposure.

The advocates of brainstorming take as their first rule that "criticism is ruled out."

"Trying to get ideas while you judge them," they add, "is like turning on both the hot and the cold on a mixing faucet. All you get is lukewarm water or lukewarm thinking."

Remember, there is always more than one way to solve a problem, and the only guarantee against overlooking the best way is to consider all the alternatives.

The STOP step in generating alternatives comes when you begin to sort out good ideas from bad. However, an intermediate step may have to be intro-



duced to develop the standards against which the ideas will be judged.

These standards, as an example, were developed to evaluate ideas aimed at preventing or reducing vandalism in public places.

- Will it change attitudes if successful?
- Will it be applied to different age groups?
- Will it save on personnel rather than require more?
- Can it be adapted to different situations?
- Is it in keeping with present laws?
- Is it simple?
- Can we afford it?
- Is it fair?
- Will the public accept it without resentment?
- Is it a one-time program, or can it be permanent?
- Is it too time-consuming for our present personnel?

These criteria were to be used to judge a large number of ideas from several different sources, including professional recreational personnel. During the STOP step, the list of 11 standards was reduced to the first five which can be applied to all ideas. Once such a



list of criteria is developed or agreed upon, then the STOP step of judging ideas begins.

#### Evaluating progress

This step in problem solving is too often neglected—a pause at some point to determine just how the parade is going. If a problem is complex enough, or if enough different people are involved in its solution, or if the effort is spread over a long enough period of time, it may be necessary to have frequent progress meetings.

At this stage, however, the GO and STOP steps may take a reversed order.

For example, take one report of Battelle Memorial Institute on the implications of reduced defense demand for the electronics industry. It reached the conclusion that a predominantly defense-oriented contractor might be forced to make several changes to convert to selling nondefense customers:

- Expand or initiate market research.
- Expand the sales organization.
- Introduce different cost-accounting methods.
- Change the product design philosophy.
- Increase the efficiency of production methods.
- Carry larger inventories of finished goods.
- Expand or initiate advertising and sales promotion.
- Acquire or merge with a nondefense company.
- Employ managers experienced in nondefense business.

The reason for interjecting a STOP step here is evident. The alternatives laid out are all well worth considering, but they can't be grouped for further investigation or pursuit.

Therefore the defense firm could profitably stop to decide which area or areas to explore first. One logical, next step might be to take one of these individual alternatives and subject it to the complete GO and STOP routine from the beginning.

Or if it were recognized that several important alternatives were too general, a logical step would be to make someone responsible for getting specific information.

#### Developing action programs

The final key step in solving any problem is to decide on a course of action, freeze the alternatives and get going.

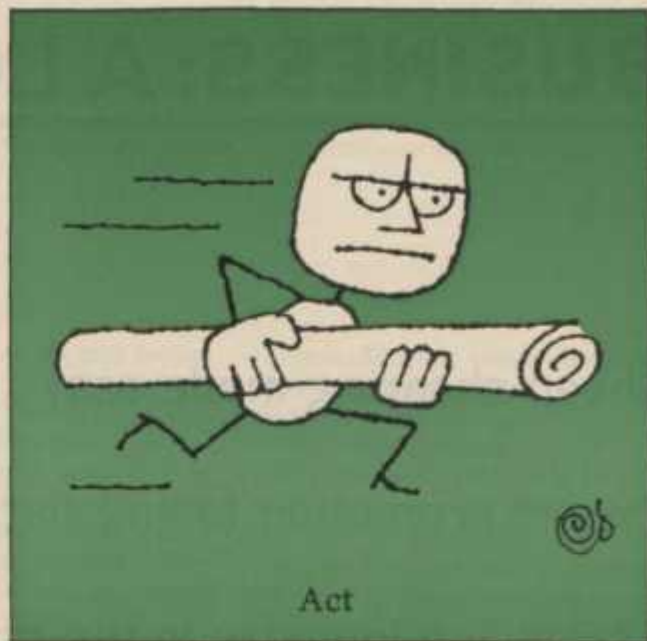
The first GO step is to think up all the factors that will have to be considered. The GO and STOP sequence might go like this:

GO: Considering the nature of the solution you propose, what are all the objections that could possibly be raised?

Now STOP: Which objections are serious and which fanciful or not likely to be raised?

GO: For each of the serious objections, how can you handle it if it does occur?

STOP again: Are there any objections you can't



handle well? If so, isn't there a flaw in your idea that calls for a second look at it?

GO: To insure the success of this solution, what changes will have to be made in present methods of doing things?

Now STOP: Can you rank these changes in order of importance?

This will tell you those factors that should be provided for first.

GO: Who are the people who will be directly affected by each of your changes? How can you persuade them that the change will be for the better?

STOP: Which persons will be most affected and will the most valuable people be affected most or least?

This method is not a panacea or cure-all for all problem solving. It is simply a discipline to give your mind the best opportunity to be creative when it should be creative, and to make cold-blooded decisions when it should be decisive.

Using it on a regular basis should make you more productive of good ideas, and help you avoid the problem Joseph A. Anderson, vice president of General Motors described when he said:

"Good management is made up with a high degree of good judgment; whereas high creativity involves risks and taking chances. A good manager, exercising good judgment only, could easily become a barrier to creativity in a company."—JOSEPH G. MASON

REPRINTS of "How to Be of Two Minds" may be obtained from NATION'S BUSINESS, 1615 H St. N. W., Washington, D. C., 20006. Price: 1 to 49 copies, 30 cents each; 50 to 99, 25 cents each; 100 to 999, 15 cents each; 1,000 or more, 12 cents each. Please enclose remittance with order.



# BUSINESS: A LOOK AHEAD

## Sheep-shearing made easy

*(Agriculture)*

## Export promotion falling flat

*(Foreign Trade)*

## \$15 billion industry in the making

*(Natural Resources)*

### AGRICULTURE

Government research seeks to curb decline in U. S. sheep-growing.

Benchmark figures: U. S. flocks stood at 52 million head in 1940, only 23.7 million in 1967. Decline has been matched by rise in wool imports.

Research in experimental stage aims at promoting multiple births, also two lamb crops per year, double normal rate.

Agriculture Department scientists now see by-product of cancer research as possible way to beat high cost of clipping process, skilled job paying around \$12 an hour.

Cancer research with chemical designed to retard cell growth produces side-effect: interruption of cell growth at hair roots causes patients to lose hair.

Administration of chemical produces same effect temporarily in sheep, permitting wool to be peeled off quickly, without harming animal or damaging fleece.

Department sources expect the chemical to come into wide use, provided food and drug testing shows no harmful residue in sheep or other side effects.

### CONSTRUCTION

Home builders look to new housing legislation for major impetus to construction of low-cost homes.

Lloyd E. Clarke, president of National Association of Home Builders, has been reminding builders that they have repeatedly said: "Give us the tools; we can do the job."

This means some form of housing subsidy; industry argues that despite industry willingness to tackle housing problem of poor, rising costs of land, labor and materials defy solely private effort.

One example illustrates economic picture: Eastern Gas and Fuel Associates in Boston, Mass., has joined housing rehabilitation effort there with FHA backing. And it'll make a profit. But profit elements include tax shelter advantages of real estate depreciation for utility's development subsidiary, plus revenue from gas specified for household services.

### CREDIT & FINANCE

Government hopes to work its way out of financing many facilities for communities around the country.

This is view of one key official con-

cerned with emphasis on more serious community needs, such as low-cost housing and big-ticket items like mass transit.

This source points to long-term impact of FHA lending on conventional mortgage practices over decades. More recently, government-backed facilities that produce revenue have been expanded with private funds. Private lenders also are increasingly getting into college dormitory financing.

Many doubt if government financing has been justified in view of abilities of communities, institutions and others to tap private sources. Government view is that willingness of lenders, based on confidence in market, is key factor.

Official looking ahead sees role of some programs as developing market for private lenders, freeing government to concentrate on high-priority items. (See Construction.)

### FOREIGN TRADE

Washington fears that U. S. export promotion efforts still fall far short of needs.

Export-Import Bank has new authority for \$500 million worth of high risk loans to finance exports to underdeveloped countries where payment prospects are poor.

And Commerce Department recently announced program of cost-sharing for development of overseas markets by firms creating joint export associations. This is minimal effort, \$750,000 this fiscal year, and reflects Congressional skepticism.

One Commerce Department official says what's needed is far greater promotional effort, relying in turn on greater public support for exports. At one point recently, he was drafting proposal for major publicity program designed to identify U. S. jobs



with exports, also emphasize national pride in American products and their acceptance overseas.

Steamship lines have own program, as do airlines operating overseas.

But U. S. export-import trade has run a deficit three months this year.

## **MANUFACTURING**

Hardly 10 years ago, machine tool makers shook the industry with automated, numerically controlled machines. Guided by punch-cards, or tape, they can drill, turn, mill, plane, grind or form a part, unaided.

In fact, they can even inspect the product—with no help from the operator, except to see that the machine is working right.

These big, sophisticated machines now make up about 10 per cent of the market. That's a bigger dent than the figure alone may tell. The bulk of the business is in small, general purpose machine tools.

Once out of that class, NC tools are king of the hill.

"Through the innovation of numerical control," the National Machine Tool Builders Association says, "industry has advanced to the threshold of a revolution that, in total effect, may dwarf the industrial revolution of the Eighteenth Century."

Now direct computer controlled tools are on the scene and edging front and center.

They're even smarter, and more flexible, than their forebears.

Assembly lines are where they're expected to be most useful.

Nearly two dozen DCC manufacturing systems are at work or on order, industry sources say.

## **MARKETING**

Next time you say, "Fill 'er up,"

take a closer look at the man behind the pump.

Chances are, if he runs the station, he's a well-trained manager who's making a good living that no white-collar executive would snub.

Here's why. The service station population has never boomed. There are not many more now than there were 10 years ago.

Meanwhile, the auto population has mushroomed. So has consumption of gasoline. Ditto for oil changes, tires and batteries and services the station usually provides motorists.

Every year, there's a bigger volume of business.

The ringing of the cash register is making it easier to recruit able managers to run the stations.

## **NATURAL RESOURCES**

What's the fastest growing industry?

Sure, computers, lasers, atomic energy and other exotic entries may be front-runners. But don't ignore oceanography.

Already, it's a \$2.5 billion industry.

That's what the petroleum companies alone spend to explore for offshore oil—and exploit it.

"Experts say the oceanography market will top \$15 billion by 1975," Frederick J. Close, chairman of the board, Aluminum Co. of America, comments. "This is extraordinary growth, but it is not unprecedented."

What America needs to attain such growth, he adds "is a steady, continuing, growing, accelerating oceanographic program."

It will sure speed up this month, when Sealab III hits the bottom. This complex, underwater laboratory will anchor to the ocean floor near San Clemente Island, off Long Beach, Calif.

There, 605 feet under water, five, eight-man teams of U. S. Navy aquanauts take turns living in Sealab III for two weeks at a time.

The crew will concentrate on techniques and hardware needed to live and work at that great depth. For example, they will test a no-torque drill used in offshore probing, as well as advanced methods of acetylene cutting and arc welding.

"There's bound to be commercial fallout," "UnderSea Technology" Editor Larry Booda comments, although it's a U. S. Navy undertaking.

## **TRANSPORTATION**

Westinghouse Electric Corp. may make a big contribution toward solving one of the cities' worst headaches—mass transit. It's developing a transit expressway system designed for medium-density cities and for specialized shuttle operations.

It consists of lightweight, computer-controlled aluminum cars moving on rubber tires on their own right-of-way.

The system's advantages are many. Rubber-tired, it's noiseless; electrically powered, it is fume-free. Computer-controlled, it is dependable and can be scheduled for around-the-clock service to meet the passenger demand.

Lightweight cars are economical to operate and require supporting structures much smaller and lighter than the typical elevated train.

Because it can operate equally well on, below, or above the ground, it can be built to blend in with surrounding areas and can operate even in residential neighborhoods.

The system has undergone extensive testing at South Park, near Pittsburgh. In all, about 40 cities have shown interest in adopting the system for their mass transit needs.



## SHOULD WE PICK PRESIDENTIAL NOMINEES ANOTHER WAY?

As Presidential candidates crisscross the nation, the frenzied action of nearly 8,000 delegates and alternates who put them where they are is a vivid memory.

The political conventions are history. But pundits even now are still saying:

"Is this really the best way to choose a Presidential candidate?"

Some say a national primary system should replace the nominating conventions. The argument goes like this:

It's not democratic to place the selection of a candidate for President in the hands of a comparatively few delegates. There's too much

chance for "deals" in "smoke-filled rooms," "brokered conventions."

Arguments to retain the convention system run thus:

The candidates are a product of our political party system. Properly, only members of the party participate in conventions and nominate the candidates. What can be more democratic than the precinct, county, state and national convention system?

Any man or woman can participate fully by attending the precinct convention and running for delegate to the county, state and national conventions.

A few states now have preferential

primaries, of course, and prospective candidates can stake their popularity on the results. But since these are not binding on all convention delegates, there is no compulsion for candidates to enter the primaries. Indeed, some Presidential candidates have skipped them entirely.

Would the results of a national primary influence the actual election a few months later? Would the runner-up expect to be chosen for Vice President on the party ticket? Is a binding national primary a better way to select a Presidential candidate than the nominating convention?

What do you think?

Jack Wooldridge, Editor  
Nation's Business  
1615 H Street, N.W.  
Washington, D.C. 20006

Should we pick Presidential nominees another way?

☐ Yes ☐ No

Comments:.....

.....

.....

.....

.....

.....

.....

.....



## READERS' RESPONSE:

# A SICK SOCIETY? HELL, NO

Ours is not a sick society, but it has too many sick and twisted people to be very healthy or happy.

That is the consensus of scores of NATION'S BUSINESS readers of our new Sound Off column which asked readers last month to give their opinions to the question: Is America a sick society?

By two to one, readers said "No." Then scores lashed out at the U. S. Supreme Court, at television and the press, "greed" of politicians, power-seeking leaders in Washington, "socialistic trends," black militants, anarchists, religious groups which have failed and at laziness in society.

Answers were angry, some blistering, and reveal depth of feeling.

"Hell no," wrote Lawyer Ross K. Prescott of Prescott and Prescott, Dallas. "We've got a sick federal government which has over the years built up an expectation among poor people that the government owes them a living.

"And not being able to satisfy their every demand the alleged poor people riot. The federal government ought to quit promising the 'moon' for votes."

Jim Woody, president of Tindle Mills, Inc., Springfield, Mo., doesn't believe either that this is a sick country. "We simply have had 'sick' leadership for the past few years. A change in leadership (Nixon) will lead to a quick cure," he said.

President Donald R. Hackett of Frank T. Hackett Builders, Inc., of Vincennes, Ind., sees no sickness. "But there is a great need for law and order."

President G. W. Barnard of the First National Bank of Oswego, Kansas, says that now, "The so-called middle of our society is revolting against the extremes and will vote for return to law and order to save our society from the rotten 'isms.'"

E. E. Anthony, Chairman of the Board, The Commercial Bank, Andalusia, Ala., wrote, "I believe it was Thomas Jefferson who said in the latter part of the Eighteenth Century that 'we have a Republic. Let's keep it that way.' If the federal government would go back to private enterprise and enforce the laws, eliminating a lot of unnecessary laws, everything would work out all right. We should also win the war in Viet Nam or get out."

L. E. Wooten, consulting engineer of Raleigh, N. C., wrote: Two major sources of illness are the "degeneracy of the moral fiber in the federal administration, the elected and carefully appointed officials who would sell their miserable souls to win an election, the criminal type, able to buy police and judicial protection, plus the lazy welfare hangers on."

Robert L. Baynton, marketing vice president of Harmony Farms dairies of Columbus, Ohio: "I believe corporations, large and small, and others can improve the standard of living for many and help reduce crime and violence. I believe businessmen and others should have recognized and worked on this problem many years ago."

"Whenever the rule of the jungle becomes the law of the land, something is surely wrong. Fear has replaced pride, mass action has replaced reasoning, threats have replaced arguments, courts have made a mockery of right and wrong."

"Low-grade politics has replaced statesmanship," wrote Lynn Grojean, Direct Lumber, Inc., Burr Oak, Mich.

"There have been political assassinations since the early days of organized society," wrote Edward V. Pachla of Gay Sheet Metal Dies, Inc., Buffalo, N. Y. "So this is a natural phenomenon. But the truest indication of a sick society is this trend toward socialism which leads

to loss of morals which naturally breeds crime, lawlessness, disrespect for the rights of others and anarchy. There are far too many bleeding-heart lawyers, judges and juries."

"No," wrote Perry B. Thomas, druggist, of American Fork, Utah, "only a very few people in our society are sick. The great amount of free publicity afforded those who are sick is a further incentive to other mentally ill to follow in their footsteps. Why not play up the good in our society rather than headline our papers and television with filth, ignorance, violence and other vile forms of sensationalism? Violence and all its companions are prevalent in all nations; only in American news media are they glorified."

Said Marian L. Paulus of Keller Tool and Machine Works, Eau Claire, Wis., "We need more authority given to our police forces. Instead of standing by and watching destruction for fear of reprisal for being too hard, our police should be able to stop such things. The Supreme Court we have sure is a joke."

R. D. Bell of Loveless Equipment Co., Inc., North Little Rock, Ark., cites Cain's murder of Abel as proof that violence has been with us always. Too much is said about crime on television and in the press, he believes.

Owen Hocker of Hocker Oil Co., Inc., Wheaton, Ill., believes that America is not sick because the majority of workers and free enterprise businessmen strive to support their families, produce tax money and pay for other responsibilities. For today's trouble he blames "power-hungry politicians in Washington" whose concern is to be re-elected.

Paul R. Carbino of Skyline Homes, Malaga, N. J., is cheered because "multitudes of young people are involved." America "is a changing society," he wrote, "and change is seldom accomplished without some discontent."

"The only sick thing about America today are sick editors who in attempting to create sensational, eye-catching headlines to attract the attention of the consumer in an over-sensationalized society, constantly harp on this issue. Self-criticism is fine, providing it doesn't compound the ever-present disease of despair, lack of self-confidence and deteriorating faith in a system so prosperous that it boggles the imagination," wrote Dr. Samuel W. McCracken III of Tulsa, Okla.



Tom Dillon of the Monroe Hardware Co., Monroe, N.C., sees things a little differently from hundreds of other readers who sent in their opinions.

Says Dillon, "Get off your duff and go find somebody worse off than you are. . . . Then help them. . . . You might even find we are not 'sick,' just selfish."

Joe Lackey, manager of Vincennes, Ind., Chamber of Commerce, believes that the United States has "permitted our national leaders to pamper and spoil the problem children of our nation because it was and is easier than taking the necessary steps to correct the problem."

Architect R. Don Emerson of Austin, Texas, writes, "I think the sick part of our society is the press. . . . TV also."

H. A. Leonardson, president and treasurer of Milling Machine Products, Inc., Sturgeon Bay, Wisc., says "If anyone takes the law in his own hands, he will be damned by God. . . . Today we act as though Satan is our God. . . . Our computers tell us that 97 per cent of us will land in hell."

"America is not a sick society, but the news media is making every effort to create an epidemic," writes Charles F. Beck, divisional assistant for Equitable Life Assurance Society. "An ounce of prevention is worth a pound of cure. Let's start publishing prevention before we get sick."

District Manager Charles R. Treadgold of Farmers Insurance Group, West Allis, Wisc., says he is one of the "forgotten men" Mr. Nixon cited in his acceptance speech for the Republican nomination, who work, save and try to make the country a better place. "No," this is not a sick country, Mr. Treadgold wrote, "we just appear to be sick. Ninety per cent of us are working hard to raise money in an honest, fair fashion, to feed and clothe and educate our families. Few of us have or take the time to get involved with the protestors, deviates, hippies, etc., because our businesses, churches, schools, clubs, professional societies and friends use up our precious minutes."

Howard F. Zimmerman, general manager, Freight Shipper's Association, Minneapolis, writes, "For the people, and by the people, is a misnomer today."

"Today it is for the politician and by the politician when it comes to raising taxes, increasing salaries, etc. They have overlooked the fact

that they are servants, employees of the citizens. . . ."

Phineas Wintroub of Hastings Industries, Inc., Omaha, defends the police. "There is entirely too much talk about 'police brutality' by prominent public figures. Contempt for or abuse of police is equivalent to contempt for law and order. It should be made unmistakably clear that violence will be met with fully adequate repressive measures."

Max F. Williamson of The Gas Service Co., Kansas City, Mo., has a brief reason for not believing we have a sick society: "To quote Will and Ariel Durant [the historians] when asked to compare the Twentieth Century to older civilizations, 'The situation is normal.'"

J. L. Sewell of Seville Centrifugal Bronze, Inc., Seville, Ohio, says, "America as a whole is not a sick society, however, there are some important controlling segments that are very sick and the sickest at the present time is the Supreme Court. Next sickest is our Congress which is saddled with an overwhelming majority of professional politicians who will literally trade their birthright for votes."

G. L. McKinstry of the Motor Contract Co., Columbus, Ga., believes "The Great Society is sick. America? No."

Harry T. Landon of Landon Co., Inc., Delavan, Wisc., writes, "America has been exposed to the virus of socialism and its concurrent substitution of irresponsibility of the individual for both his own welfare and his own actions. The fever generated in throwing off this virus is easily mistaken for the cause of the infection. America is not a sick society and will not become so provided the masses of people see [what has happened in] Britain, Scandinavia, France, not to mention Russia, the fountainhead of true socialism."

R. W. Wallace of Union National Bank, East St. Louis, Ill., says, "America is sick to the extent that it is not making effective use of the resources available to bring about solutions to the problems which give rise to its current economic, political and social ills."

Karl T. Binning of New Britain, Conn., says we are sick because "We favor violence in headlines, we favor murder on TV; rape and sex violence is always in the news." Children in four hours of TV see "at least 20 ways of violence. The decay of our society lies in the same direction as that of Rome, un-

less we revolutionize our thinking from within and do something useful. The cure is there but it takes guts."

"No," we do not have a sick country, writes Charles D. Metcalfe, Morrow Systems, Inc., Cincinnati, "But the American people are sick and tired for the mess the federal government and Supreme Court have made in our country."

Lester Wright of Bartlett-Collins Co., Sapulpa, Okla., writes "I believe the government's tendency during the past six to eight years to agree with and encourage dissenters, coupled with the Supreme Court leniency toward crime decisions, has caused our basic problem. A return to a government opposed to demonstrations and violence should start strengthening us."

Dr. Herbert Thompson of Pittsburgh has this solution: "No" this is not a sick society, "but our national leadership is. They should crack down on looters by shooting them."

Neal Stearns of Peoples Mutual Insurance Co., Ionia, Mich., said, "Perhaps we should look at what it is that has been emphasized by the 'eyes and ears' of society, the press and other media. Is this really demanded by the public, or is this being literally forced on our so-called 'sick' society?"

Wrote Vail Wiseman of Cleburne, Texas, "Our Supreme Court is a thing to be laughed at, a disgrace to the U. S. A."

Wrote M. E. Harmon of F. W. Dodge Co., Orlando, Fla., "America is certainly not a sick society. I believe the American public is finally waking up and realizing that the TV people are for the most part not interested in anything but making evil look good. I would like very much to have the Federal Communications Commission thoroughly investigate the networks."

Criminal courts are too lenient and too much publicity is given acts of violence, said Mrs. Harry Carper of H and J Auto Washette, Summersville, W. Va. Her beliefs were shared by many others. John J. Crawley of Gaffney Plumbing and Heating Corp., Middleton, Mass., said he wanted all able-bodied welfare recipients given tasks to offset the expense of welfare programs and to instill in them the desire for gainful employment. Cliff Likens, owner of a paint and body shop in Louisville, Ky., expressed similar sentiments.



# WILL YOUR VOTE COUNT?

A single vote often has shaped the course of American history. For example, three Presidents were elected by one vote.

The year 1800: Thomas Jefferson was elected President over Aaron Burr by one vote in the House of Representatives, following a tie in electoral votes.

The year 1824: John Quincy Adams gained the Presidency by one vote when the contest was decided in the House of Representatives.

The year 1876: Rutherford B. Hayes won election by one electoral vote over his opponent, Samuel J. Tilden.

And a single vote saved a President from removal from office—Andrew Johnson. The only President ever impeached would have been removed but for just one vote in the Senate.

## Hairline elections

The fact is, your vote does count. Among the tales of comic, hairline elections is that of the man who will never again tell his wife not to vote. He was running for his third term in the Georgia House of Representatives.

Feeling sure that he would have no opposition, he assured his wife that it was unnecessary to go to the polls. But little did he bargain for a spur-of-the-moment, write-in vote in his district. His opponent fared so well the final results showed a surprising 254-254 tie.

In 1963, a candidate for council in a Cincinnati suburb was hospitalized for an emergency appendectomy, and so unable to go to the polls. He lost by one vote.

## Presidential squeakers

No better illustration of the "one-vote—your vote—counts" theme exists than in John F. Kennedy's triumph over Richard Nixon in 1960. About one half of one per cent of the votes cast in two states, Illinois and New Jersey, swung 43 electoral votes to Mr. Kennedy. If that tiny percentage of the votes in those two states had been reversed, it would have been enough to throw the election into the House of Representatives.

By less than one vote per pre-

cinct in two states, Ohio and California, President Truman defeated Thomas Dewey in 1948.

In 1916, Republican Presidential candidate Charles Evans Hughes went to bed thinking himself the winner. But Woodrow Wilson defeated him by carrying one state, California, by less than one vote per precinct. Wilson took California by 3,806 votes out of nearly one million cast.

W. Averell Harriman won the New York governorship over his G.O.P. rival, Senator Irving Ives, in 1954 by slightly more than one vote per election district. Clifford Case, Republican of New Jersey, was elected to the U. S. Senate that year by a margin of less than one vote per precinct.

The 1928 New York gubernatorial election saw Franklin D. Roosevelt defeat his Republican opponent by 25,000 votes out of four million cast—a margin of about two votes per precinct. A new era in history was launched with FDR's win. In more recent times, in 1948, a young Texas Congressman won a Senate seat by 87 votes out of more than two million votes cast. His name: Lyndon B. Johnson.

Five states were admitted to the union by a one vote margin in Congress: Texas (1845), California (1850), Oregon (1859), Idaho (1890) and Washington (1899).

In 1941, one vote in the U. S. Senate saved the Draft Act just 12 weeks before Pearl Harbor, and in 1918 one vote helped kill the League of Nations.

## When voters stay away

The close governorship races in 1962 no doubt reflected poor voter turnout. Less than half of the eligible voters in the United States voted in the '62 elections.

The Governor of Minnesota was elected by only 91 votes.

The Governor of Rhode Island was elected by 398 votes.

The Governor of Maine was elected by 483 votes.

The Governor of Vermont was elected by 1,348 votes.

The Governor of North Dakota was elected by 1,007 votes.

The importance of the get-out-and-vote drive is being pushed with urgency this year. If you and others stay away from the polls on Nov. 5, your absence could change the results in hundreds of important elections.

In fact, it could change history.

END





# FOREIGN AID AT BARGAIN BASEMENT PRICES



*An experimental woven shelter from the hot sun goes up in North Africa.*



*VITA and Peace Corps workers taught Guatemalans to dye rabbit pelts.*



*Circular reflectors send sun rays to the cook pot on the solar stove.*

Goiter, a common ailment in the Waking Tribe of Tanganyika, could be cured if the natives only knew how to iodize bulk salt. A query went to VITA and a Morton Salt Co. man worked out a recipe using potassium iodate.

A rural trade school in Pahang, Malaya, wanted a poultry incubator for a demonstration. A query went to VITA and a consulting engineer from Oregon sent plans for a kerosene heated hot water device. Chick mortality dropped from 20 per cent to half a per cent.

Famine lay over Provincia Esmeraldas in Ecuador. A Peace Corps volunteer wrote VITA that drought destroyed crops, families sold children, babies were found dead with their stomachs filled with roots. If fish, discarded at sea by trawlermen, could be preserved, he wrote, lives could be saved. The Peace Corpsman got quick instructions on preservation of fish.

VITA, acronym for Volunteers for International Technical Assistance, Inc., is the bargain basement foreign aid outfit which handled these and 15,000 other requests for technical information.

VITA acts as unpaid broker between someone in an underdeveloped country who needs technical information but can't pay for it, and someone in the United States or another enlightened



Solar cooker is explained by VITA worker Albert R. Vanderbilt of J. H. Winn, Inc. Other VITA men are (left to right) Eugene W. Kettering of Charles F. Kettering, Inc., Walker L. Cisler of Detroit-Edison Co., Rodney Christian of the Traub Co.



country who has that knowledge and is willing to share it without cost.

There are 6,000 VITA volunteers. They come from the ranks of American industry, and their number increases every day. Every day too, queries in increasing numbers pour into VITA's understaffed headquarters in a dusty barracks on the rear side of the Union College campus in Schenectady, N.Y.

VITA clearly is a goodwill ambassador for Uncle Sam. The organization, started eight years ago, is broadening efforts to put the best light on the United States and American business by acting as secretariat for a growing number of VITA's and VITA-type organizations abroad.

VITA chapters or allied groups are in Britain, Argentina, India, Canada, Philippines, Taiwan, Australia, Mexico, Holland, Germany and Peru. Eventually there will be a network of about 100 foreign chapters, each autonomous but looking to VITA-U.S.A. as the guiding genius and mother hen.

At the same time VITA emphasizes publishing pamphlets, fact sheets and "how-to-do-it" instructions on scores of items for which there is common need in many of the world's 2,000,000 villages. For example, VITA has simplified instructions for people with few tools and skills

on how to salt fish; build bridges; move water for irrigation; purify water for drinking; organize simple accounting books; and hook up an ordinary bicycle to provide leg power for all sorts of machines including lathes and jigsaws.

In recent months VITA has assisted small, private industry shops in India, Ghana and Morocco to turn out solar cookers by the scores for local sale. Prototype cookers were made by VITA and models provided.

VITA has become so successful it faces a growth problem because of increasing demands for help.

It must decide whether to resort to large contracts from such governmental groups as the Peace Corps and Agency for International Development, or continue to depend mainly on contributions from private enterprises.

Leading the decision making is Dr. Beno Sternlicht, VITA volunteer president who is chairman of the board of Mechanical Technology, Inc., of Latham, N.Y. Dr. Sternlicht is a research specialist who now gives 25 to 30 hours a week of his time to VITA.

His VITA Board of Directors includes Dr. William B. Hillig, research specialist for General Electric Co.; Dan Parker of Parker Pen Co.; Walker L. Cisler, chairman of the board, Detroit-Edison Co.; Lt.

Gen. James M. Gavin, board chairman, Arthur D. Little, Inc.; Dr. T. Keith Glennan, president, Associated Universities, Inc.; Eugene W. Kettering, chairman, Charles F. Kettering, Inc.; Millard H. Pryor, chairman, Barnes Manufacturing Co.

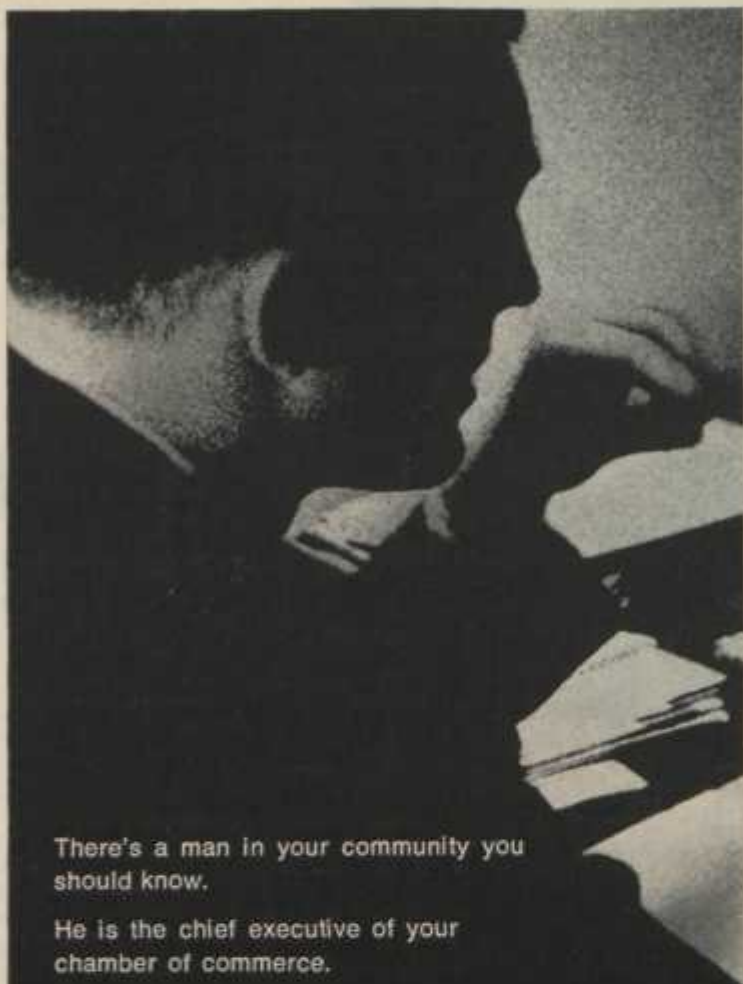
VITA was started by a group of New Yorkers, most of whom worked for GE in the Schenectady-Albany area. They had faith in the private enterprise system and in the innate kindness of Americans or there would be no VITA.

The great difference between VITA and other foreign aid channels, either governmental or private, is that VITA's aid costs nickles and dimes. This is pertinent at a time when Congress, fed up with federal foreign aid, has just cut U. S. aid below \$2 billion for the first time in a decade.

Dr. Sternlicht estimates that for every dollar VITA spends, it produces information which would cost any other foreign aid operation \$200.

VITA's original budget was \$300. By 1964 it was \$23,000; and it did not top \$100,000 until 1966. This year the budget is \$250,000 and hopefully next year will see \$400,000 in contributions for expanded work. Dr. Sternlicht expects spending will level off in three or four years at \$1.5 million and that pri-





There's a man in your community you should know.

He is the chief executive of your chamber of commerce.

You might call him an active catalyst. He is a professional manager in every sense of the word. He knows where the resources of the community are. He knows who can apply them to meet the needs of people—and the community.

He will be involved in planning, in organizing and in the measurement of performance toward goals. In this process he will be directing a staff and the voluntary leadership of the community to get effective involvement and commitment.

This man is skilled in the use of management tools that are essential to the process of identifying and meeting community needs.

Do you know him? You should. Go by the chamber office in your community and talk with him.

Both of you will benefit.



**PETE PROGRESS**

Speaking for the voluntary organizations in your community

## FOREIGN AID AT BARGAIN BASEMENT PRICES *continued*

vate concerns will come up with the funds rather than the government.

VITA has only 16 paid workers. All others are volunteers. The organization currently has small contracts with AID and the Peace Corps. But forty-six corporations and 17 foundations give VITA the greater share of its money.

From the start VITA has been a success, but no one expected the organization in eight years to be attracting requests for help from 100 countries and to have 6,000 volunteer advisers from 800 companies and 200 universities.

As VITA grew it had to overcome chilly attitudes of some companies whose technicians, scientists and researchers were VITA volunteers. These companies did not initially warm to the idea of their highly paid engineers working free for other people.

Companies now see in VITA an organization through which they can make a world contribution. GE and IBM are such VITA boosters they offer free computer time, allow engineers to work on VITA projects and donate operating money.

In the past two or three years it has become apparent that VITA is a treasure house of knowledge about the machines, processes and skills needed abroad.

Now, it is occurring to American companies that they can use VITA information to fit their products to these foreign markets.

Colgate Palmolive Co. has cold water soap and a simple, plastic, hand operated washing machine. VITA information assures that there is a huge market for such soap and washers in dozens of countries.

If things work out so that American business benefits, so much the better. But the main objective remains the hope of helping needy people abroad—as realized recently in two VITA projects.

A Peace Corpsman in Mayumba, Gabon, wrote VITA, "How can I teach the natives to trap spiny lobsters?" VITA sent information on the subject and instructions on how to build traps from the simplest of materials. To make certain the job was done properly, VITA arranged for the Peace Corpsman to spend time hauling traps for a Massachusetts lobsterman and working in the oyster beds of Louisiana. The Peace



Corpsman went back to Africa an expert.

A Guatemalan rabbit farm today is a considerable success due to VITA. A husband and wife team from the Peace Corps stationed at Chimaltenango thought raising rab-

bits for meat and pelt would help the Indians. Selling the meat was no problem, but dyeing the pelts was too much for them. They wrote VITA for instructions, but instead of sending only written directions, VITA arranged for the couple to

spend six weeks learning all about dyes at Joseph H. Lowenstein and Sons, Inc., in Brooklyn. AID put up the money for the journey to Brooklyn and today there's a going new industry in a desperately poor land. **END**

## Advertisers in this issue • October 1968

	Page		Page		Page
Aetna Life & Casualty	11	Gestetner Corp.	76	Seaboard Coast Line Railroad	22
D'Arcy Advertising Co., New York		Brace Angus Advertising, Inc., New York		Tucker Wayne & Co., Atlanta	
American Photocopy Equipment Co.	63	Greyhound Lines, Inc.	9	Stenocord Dictation Systems	16
David L. Elias & Associates, Inc., Chicago		Grey Advertising, Inc., New York		Charles Eley/Associates, Los Angeles	
Armco Steel Corp.	37	Hamilton, Alexander, Institute	1	Union Pacific Railroad	92
Muradeller Inc., Chicago		Wunderman, Atcoffa & Kline, Inc., New York		Geyer, Oswald, Inc., Omaha	
Association of American Railroads	Cover 3	Hilton Hotel Corp.	75	United States Fidelity & Guaranty Co.	17
Geyer, Oswald, Inc., New York		McCann-Erickson, Inc., New York		Vandant Dugdale and Co., Inc., Baltimore	
Avis Rent A Car System	56, 57	Houston Light & Power	30		
Duyle Dane Bernbach, Inc., New York		Goodwin Dunnebaum Littman & Wingfield, Houston			
Beltone Electronics Corp.	79	Hyster Co., Industrial Truck Operations	70, 71		
North Advertising, Inc., Chicago		Cole & Weber, Inc., Portland			
Cadillac Motor Car Div. General Motors Corp.	Cover 4	Industrial Credit Co.	88		
MacManus, John & Adams, Inc.		Coleman Advertising, Saint Paul			
Chevrolet Motor Div. General Motors Corp., Fleet	4, 5	Inland-Ryerson Construction Products Co.	12		
Campbell-Ewald Co., Detroit		Hoffman-York, Inc., Milwaukee			
Chevrolet Motor Div. General Motors Corp., Truck	90, 91	International Harvester Co. Motor Truck Div.	18, 19		
Campbell-Ewald Co., Detroit		Young & Rubicam, Inc., Chicago			
Chrysler Corp. Dodge Div., Dodge Truck	15	Kelly Services	22, 93		
Batten, Barton, Durstine & Osborn, Inc., Detroit		Campbell-Ewald Co., Detroit			
Chrysler Div., Chrysler Corp.	54, 55	Latham Time Recorder Co.	10		
Young & Rubicam, Inc., Detroit		George and Glover, Atlanta			
Continental Insurance Co.	33	Lyon Metal Products, Inc.	49		
Duyle Dane Bernbach, Inc., New York		Reincke, Meyer & Finn, Chicago			
Dictaphone Corp., Business Machines	29	Minnesota Mining & Mfg. Co. Copying Products Div.	23		
Young & Rubicam, Inc., New York		MacManus, John & Adams, Inc., St. Paul			
Dixsteel Buildings, Inc.	24	National Office Products Association	6		
Liller Neal Battle & Lindsey, Inc., Atlanta		Henry J. Kaufman & Associates, Washington, D.C.			
Executone Nadler & Larimer, Inc., New York		New York State Department of Commerce Industrial Development	32		
Filer, Schmidt & Co., Inc.	93	Batten, Barton, Durstine & Osborn, Inc., New York			
Albert Frank-Guenter Law, New York		Pascoe Steel Corp.	77		
Ford Industries, Inc. Code-A-Phone Div.	25	Boydhart, Lovett & Dean, Los Angeles			
McCann-Erickson, Inc., New York		Phoenix Mutual Life Insurance Co.	13		
Ford Motor Co., Ford Truck	Cover 2	Batten, Barton, Durstine & Osborn, Inc., New York			
J. Walter Thompson Co., Detroit		Pitney-Bowes, Inc.	53		
Ft. Howard Paper Co.	91	de Garma, McCaffery Inc., New York			
Kenyon & Eckhardt Inc., Chicago		Plymouth Division Chrysler Corp.	26		
Friden, Inc.	14	Young & Rubicam, Inc., Detroit			
Meltzer, Aron & Lemen, Inc., San Francisco		Pontiac Motor Div. General Motors Corp.	20, 21		
		MacManus, John & Adams, Inc., Bloomfield Hills			

### Regional Advertisements

American Buildings Co.	83
Doug Pritchett Advertising, Inc., Columbus	
American Electric Power Service Co.	34
Gardner Advertising Co., Inc., New York	
Bank of America	34
D'Arcy Advertising Co., San Francisco	
Blue Cross Plans in Ohio	102
Oppenheim/Herminghaus/Clarke/Inc., Dayton	
Blue Cross-Blue Shield	102
Bosell & Jacobs, Inc., Chicago	
Crown Life Insurance Co.	74
Dekalb Chamber of Commerce	45
Burke Douling Adams, Inc., Atlanta	
General Public Utilities	60
J. M. Kessinger & Associates, Newark	
Great-West Life Assurance Co., The	65
Spitzer, Mills & Bates Ltd., Ontario	
Irvine Co., The	102
Reed, Miller & Vinson, Inc., San Diego	
Marine Midland Corp.	102
Batten, Barton, Durstine & Osborn, Inc., New York	
Queen Elizabeth Hotel	43
Cockfield, Brown & Co., Ltd., Montreal	
Republic Steel Corp., Manufacturing Div.	38
Meldrum and Fensmith, Inc., Cleveland	
Saunders Leasing System, Inc.	62
Luxie & Forney, Inc., Birmingham	
State of Tennessee	48
Noble-Dury & Associates, Inc., Nashville	
Treasury Dept., U.S. Savings Bonds Div.	34
Wells Fargo Bank	38
McCann-Erickson, Inc., San Francisco	



## LETTER OF THE LAW

When the surtax became law this year, it won approval with the broad backing of business and others because it would not only raise taxes but also cut spending.

That was the deal, the quid pro quo, to help hold the economy in rein.

Since then Congress has been exempting certain sacred cows from the economy knife and the Administration has been making little headway in its duties to make cuts.

But our public officials are honorable men.

We believe they'll stick to the letter and the word of the law. Because to raise taxes and lower spending is not only the name of the game, it is also the name of the law.

It's the Revenue AND Expenditure Control Act of 1968.

**Nation's Business • October 1968**

**MORE THAN 850,000 SUBSCRIBERS IN BUSINESS AND INDUSTRY**





**There's more room on the road for the kind of driving you like...**

**When highway trailers ride piggyback—the modern rail way**

A train of 100 flat cars carries 200 highway trailers piggyback...and we're carrying about two million trailers a year.

Piggybacking and its new cousin, containerization, unclog highways...save you money when you buy the things you like for the kind of living you like.

We're constantly improving. And that's why average rail freight charges are lower today than ten years ago.

In just one more generation there'll be 300 million Americans—50% more people requiring more production of everything...and more good transportation.

Dependence on railroads will grow and grow. And railroads will be ready.



ASSOCIATION OF

**American  
Railroads**



GROW, GROW  
BY THE RAIL WAY



## LETTER OF THE LAW

When the surtax became law this year, it won approval with the broad backing of business and others because it would not only raise taxes but also cut spending.

That was the deal, the quid pro quo, to help hold the economy in rein.

Since then Congress has been exempting certain sacred cows from the economy knife and the Administration has been making little headway in its duties to make cuts.

But our public officials are honorable men.

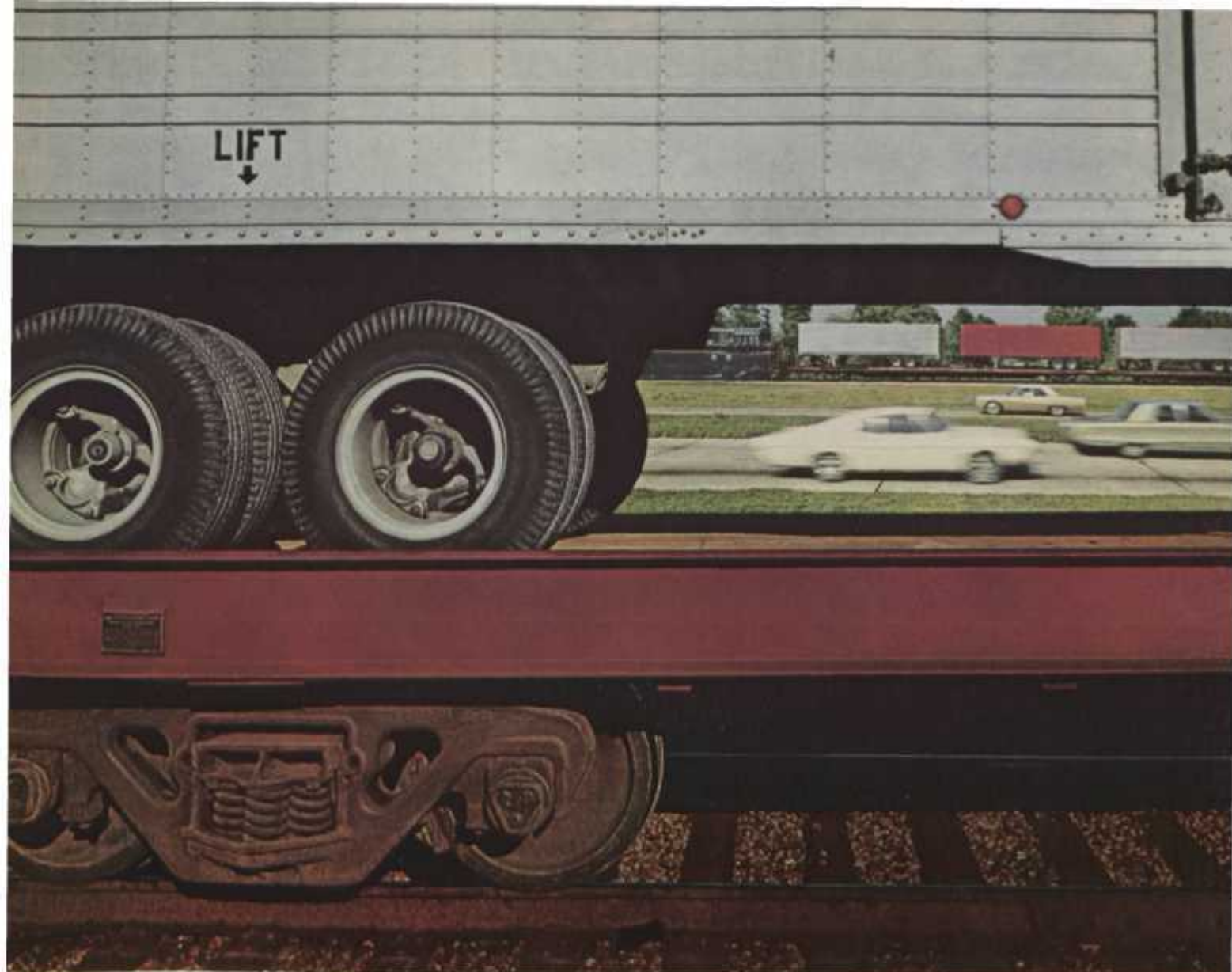
We believe they'll stick to the letter and the word of the law. Because to raise taxes and lower spending is not only the name of the game, it is also the name of the law.

It's the Revenue AND Expenditure Control Act of 1968.

**Nation's Business • October 1968**

**MORE THAN 850,000 SUBSCRIBERS IN BUSINESS AND INDUSTRY**





**There's more room on the road for the kind of driving you like...**

**When highway trailers ride piggyback—the modern rail way**

A train of 100 flat cars carries 200 highway trailers piggyback...and we're carrying about two million trailers a year.

Piggybacking and its new cousin, containerization, unclog highways...save you money when you buy the things you like for the kind of living you like.

We're constantly improving. And that's why average rail freight charges are lower today than ten years ago.

In just one more generation there'll be 300 million Americans—50% more people requiring more production of everything...and more good transportation.

Dependence on railroads will grow and grow. And railroads will be ready.



ASSOCIATION OF

**American Railroads**



GROW, GROW  
BY THE RAIL WAY



# Presenting Cadillac



1969



## A masterpiece from the master craftsmen

Beautifully new, distinctively Cadillac. Cadillac craftsmen are accustomed to building the finest of motor cars, but even they have never built one like this before!

A single glance at this automotive masterpiece reveals striking new poise and beauty. There is a newly contoured "control center" instrument panel and a unique Dual Comfort front seat, available on most models, that permits separate driver and passenger seat adjustment. And the list of Cadillac conveniences is even more remarkable.

An improved 472 V-8 engine makes Cadillac performance truly exciting. Mechanical refinements for 1969 include front disc brakes on all models and an exclusive new "closed" engine cooling system. An Improved Climate Control air conditioning system is available.

There are eleven different models, each crafted in the Cadillac tradition of excellence, each truly a masterpiece from the master craftsmen of cars. See your authorized Cadillac dealer and drive a 1969 Cadillac soon.



SALES OF CADILLAC

Cadillac Motor Car Division